INTEGRATED DEVELOPMENT PLAN 2013-2014

A HIGH PERFOMING RURAL MUNICIPALITY DRIVEN BY CONTINOUS IMPROVEMENT OF QUALITY OF LIFE FOR NKANDLA CITIZENS

27 June 2013

FINAL

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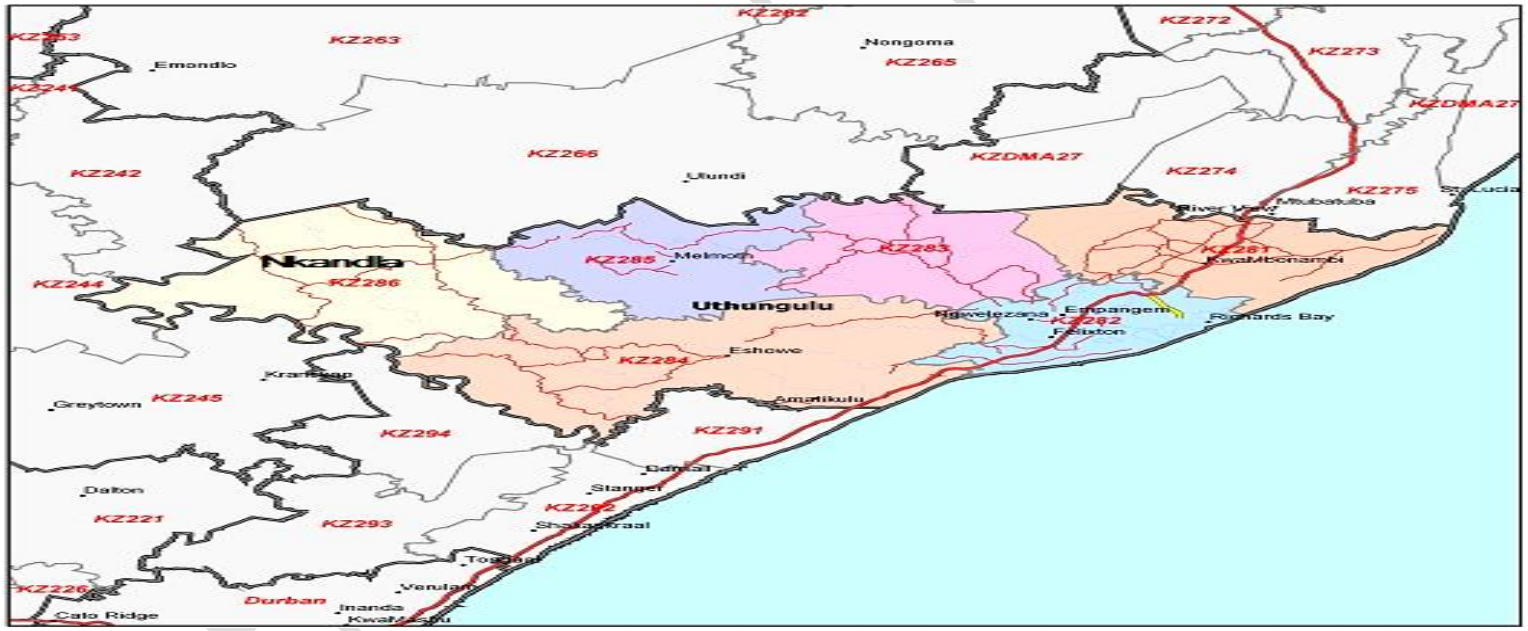
SECTION A: EXECUTIVE SUMMARY

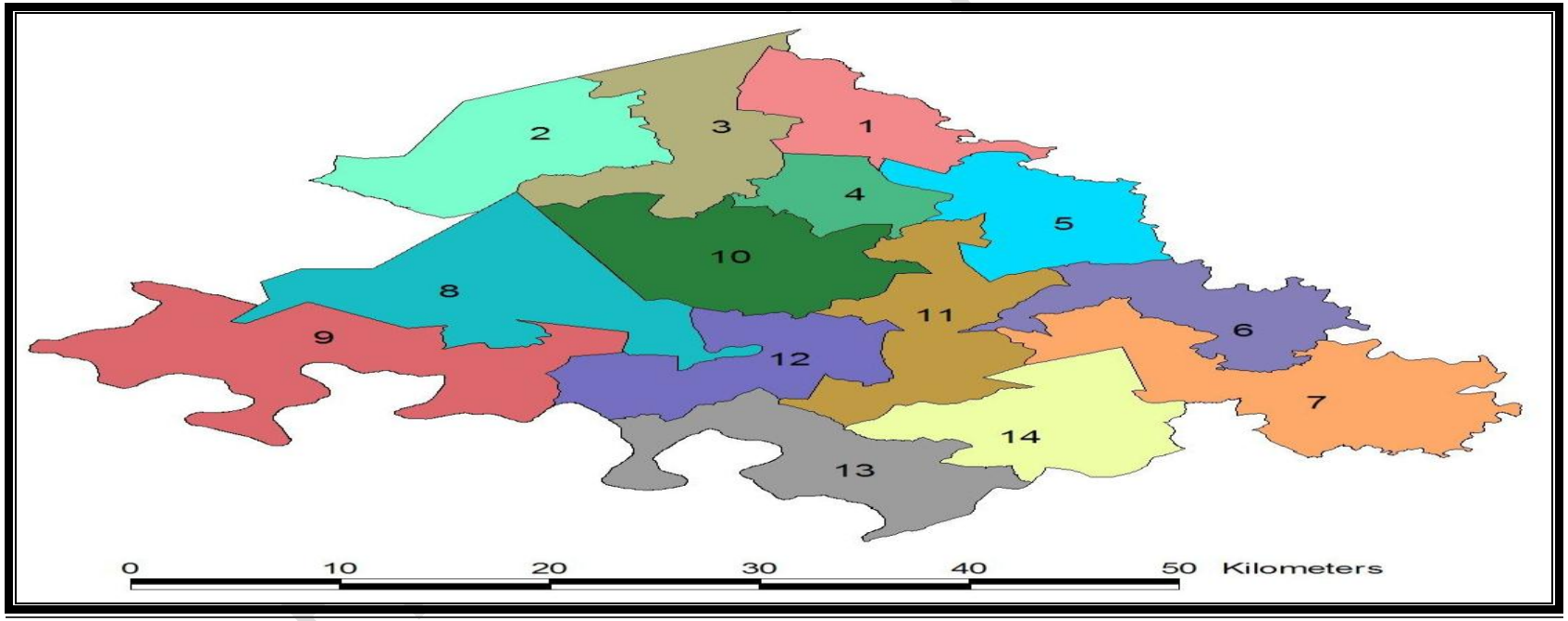
1.1.1 Nkandla Municipality

The Municipality was established in year 2000 and was administered under UThungulu District Municipality, soon after its establishment, until the finalization of the construction of the Municipal Offices on Lot 292 Maree Road in Nkandla Town in 2002 and the employment of more senior officials. The following diagrams show the municipal map within Uthungulu and wards of Nkandla Local Municipality.



1. 1.2 Location

Nkandla Town is located in the north-east of the municipal boundary and a Nature Reserve in a form of Nkandla Indigenous Forest and Amatshenezimpisi Game Reserve in Ward 6.The municipality is surrounded by the following local municipalities: Ulundi to the north, Nquthu in the north-west, Msinga in the west, uMvoti in the south-west, Maphumulo in the south, UMlalazi in the south east and UMthonjaneni in the east. It is totally land-locked and is removed from the National Road Routes. The area is divided into five primary and secondary nodes being Nkandla, Qhudeni, Lindela, Dolwane and Chwezi.



1.1.3 Leadership Representation

NAME & SURNAME	WARD	Representation	Position
Mr. L. Ntombela	01	IFP	Council Member
Mr. S.B. Manyathi	02	IFP	Council Member
Mr. B.B Dlomo	03	IFP	Council Member
Mr.. T.F Nxumalo	04	IFP	Council Member
Ms P.R Dlamini	05	ANC	Council Member
Mr. AT. Ntuli	06	IFP	Mayor
Mr. B.W Sibiya	07	ANC	Council Member
Mr. S.A Majola	08	IFP	Council Member
Mr. T.T Dlamini	09	IFP	Council Member
Mr. S.E Mhlongo	10	IFP	Council Member
Mrs. B.Z Mncadi-Mpanza	11	ANC	Council Member
Mr. C.M Mthalane	12	IFP	Council Member
Mr. V.S Lushozi	13	ANC	Council Member
Mr. S.M Bhengu	14	ANC	Council Member
Mr. T.O Ndlela	05	NFP	Deputy Mayor
Mr. S.O Sibiya	02	IFP	Council Member
Mr. B.V Khanyile	11	IFP	Council Member
Ms B.N Buthelezi	10	IFP	Council Member
Ms M.B.E Ntombela	03	ANC	Council Member
Ms N.P.N Magubane	10	NFP	Council Member
Mrs. N.F.J Nzuza	06	IFP	The Speaker
Ms S. Buthelezi	11	NFP	Council Member

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Ms J.B Ntuli	06	ANC	Council Member
Mr. B.B Ndima	09	ANC	Council Member
Mr. N.R Xulu	11	ANC	Council Member
Ms F.K Magubane	06	ANC	Council Member
Ms H.R Ntombela	05	IFP	Council Member

1.3.1 Parties representation summary

POLITICAL PARTY	REPRESENTATION NUMBER IN COUNCIL
1. ANC	10
2. NFP	03
3.IFP	14

1.1.4 The portfolios

- Finance portfolio
- Technical portfolio
- Corporate services
- Community services
- Planning and development
- MPAC
- Oversight committee

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1.1.5 Internal Departments

- Office of the Municipal Manager
- Corporate Services
- Community Services
- Budget and Treasury and
- Technical Services

1. 1.6 Institutional SWOT Analysis

This diagnoses aims to achieve SWOT analysis of all KPA's for Nkandla Municipality. An assessment of the entity was done thoroughly, below is a true reflection of the state of affairs for the municipality. There is no better way to explain the state of development in the municipality besides give the real state of affairs as it is, some matters could not be left out because that would not be a true reflection.

Strength

- Municipal core policies are available
- An extensive capacity building programme
- Tourism as a major economic development opportunity
- Functional council committees
- Vacant land available for future use

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Weaknesses

- Grant dependency
- Poor rate of revenue collection
- High unemployment rate
- Weaknesses in system's documentation
- Poor spatial planning of the primary node
- Lack of enforcement of town planning by-laws and building regulations
- Aging & poor infra-structure
- Land ownership is not registered appropriately
- High distribution losses

Opportunities

- Potential sources of revenue that have not been explored
- Land within the municipal jurisdiction is highly arable
- Potential revenue on electrical services
- Good relations with Amakhosi who are custodians of a large portion of land

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Threats

- High staff turnover
- High back-logs in basic services
- Municipal land ownership is minimal (2% of 1828km)
- Dispersed settlement patterns make it expensive to deliver services
- Ambiguous classification of certain settlements entails
- Potential investors may be deterred by poor implementation of spatial planning regulations
- Households that are mostly indigent
- Negative media coverage of Nkandla, may deter government investments
- Poor political oversight over municipal by-laws
- Low morale of staff
- Lack of transfer of skills by consultants

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1.1.7 Key Performance Areas SWOT Analysis

1. Financial Viability And Management

Strength s	Weaknesses
❖ Full Support by Treasury for capacity building ❖ Recent appointment of the chief financial officer ❖ Majority of staff within the unit falls under youth category ❖ Finance Regulated policies are in place ❖ Steady progress is made on the last three audit opinions ❖ Payments to service & third parties on time ❖ Draft valuation leads to improved billing	❖ Grant dependency ❖ Poor revenue collection ❖ Major portion of land belongs to traditional authorities ❖ High Distribution Losses ❖ Land ownership not registered appropriately affects revenue collection (Billing) ❖ High rate of indigent households negatively affects the revenue collection
Opportunities	**Threats**
❖ Vacant land available for revenue generation ❖ Minimal utilization of consultants with conditions in Service Level Agreement of skills transfer and strict monitoring. ❖ Potential sources of revenue that have not been explored ❖ Potential Revenue on Electrical services ❖ Establishment of Traffic Unit for Safety and Revenue Enhancement	❖ Lack of transfer of skills by consultants ❖ Municipal land ownership is minimal (2% of 1828km) ❖ Dependency on financial system ❖ Reduction in population figures results to a decrease in the budget allocation

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2. INSTITUTIONAL TRANSFORMATION AND CAPACITY BUILDING

Strength s	Weaknesses
❖ Workplace training ❖ Presents of related policies ❖ Development of strategic documents & clear implementation plan ❖ Compliance with regulations	❖ Lack of lucrative Human Resource strategy ❖ Limited budget on capacitation votes ❖ Lack of enforcement of municipal by Laws ❖ Lack of skills transfer by consultants and capacitated employees
Opportunities	**Threats**
❖ Provincial Support on relevant grants ❖ Employment of youth results in a sustainable human resource	❖ The rural nature of the municipality may result in the loose of well capacited and capable employees ❖ Should the grants be terminated the municipality may suffer on the grants supported systems

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3. GOOD GOVERNANCE AND DEMORCRACY

Strength s	Weaknesses
❖ Municipal core policies are in place ❖ Effective Public Participation Programme ❖ Functional council committees ❖ Political Stability leads to efficient adoption of regulated documents ❖ Training and Development of all stakeholders of public participation	❖ Poor Political oversight over municipal by- laws and other functions ❖ Weakness in systems documentation
Opportunities	**Threats**
❖ Facilitation of Adult Education with DOE	❖ High illiterate rate leads to poor understanding of basic municipal functions ❖ Low Levels of education may lead to riots

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4. SOCIO ECONOMIC DEVELOPMENT AND LOCAL ECONOMIC DEVELOPMENT

Strength s	Weaknesses
❖ Large Portion of the population is youth ❖ Availability of historic sites & conservation areas	❖ High indigent population ❖ High Unemployment rate ❖ High infection rate on communicable diseases ❖ High Illiterate rate ❖ Unavailability of local constructors with high capacity ❖ Reduction in Population
Opportunities	**Threats**
❖ Land within the municipal jurisdiction is highly arable ❖ Tourism is a major economic development opportunity	❖ Reduction in recent population figures ❖ Lack of circulation of economic resources locally ❖ Unreviewed LED Strategy

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5. INFRA-STRUCTURAL DEVELOPMENT AND BASIC SERVICE DELIVERY

Strengths	Weaknesses
❖ Continuous funding from MIG and other potential funders ❖ Improve capacity within the unit to fast track infras-structure development ❖ Most of the properties are within the municipal development nodes ❖ Political stability leads to effective service delivery	❖ High Backlogs on basic service delivery ❖ Aging and Poor Infrastructure ❖ Poor Management of town open spaces ❖ Lack of feasibility study to certain capital projects leads to unused infrastructure ❖ Lack of infrastructure investment strategy
Opportunities	**Threats**
❖ Sector Departments attraction municipality for capital infrastructure Development ❖ Improved relations with external stakeholders for infra-structure development	❖ Dispersed settlement patterns make it expensive to delivery services ❖ Sector Departments fiscal dumping municipality ❖ Discouragement of potential investors

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6. Spatial Planning and Environmental Management

Strength s	Weaknesses
❖ The municipality is part of the Shared Services ❖ Availability of serviced sites for development ❖ Unpolluted air ❖ Healthy provincial support in spatial planning issues ❖ Reliable draft valuation roll ❖ Development of Wall to Wall Scheme	❖ Municipal land ownership is minimal (2% of 1828km) ❖ Poor spatial planning on the primary node ❖ Lack of town planning scheme that is PDA complaint ❖ Ambiguous classification of certain settlements ❖ Most of prime business sites in town (Primary Node) is privately owned and is undeveloped (vacant with no plans for development)
Opportunities	**Threats**
❖ Vacant land available for future use ❖ Healthy Relations with Amakhosi who are custodians of large portion of land ❖ The presence of Wall to wall scheme will result in investor confidence	❖ Potential investors may be deterred by poor implementation of spatial planning regulations ❖ Due to lack of development in the primary node causes rural urban migration.

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1.1.8 Municipal Strategic Objectives

- To enhance service delivery through capital development
- To improve Institutional efficiency through adequate systems and effective internal controls
- To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks
- To create a conducive environment for socio-economic growth through quality infrastructure and services
- To promote local economic development through integrated human settlements and sustainable environmental management
- To improve the quality life through social infrastructures development.
- To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.

1.1.9 Institutional Challenges

- Limited income base
- Nkandla is a landlocked municipality with poor road networks
- Most land fall under Ingonyama trust and land ownership is an issue and it makes development to be difficult
- The willing seller and willing buyer principle is a major challenge since most land in town remains undeveloped.
- Lack of tertiary institution like FET etc
- Limited employment opportunities
- Low education and skills levels
- High backlogs in service delivery like electricity water, electricity and housing.
- Unplanned and poorly coordinated development programmes/projects/ departments projects dumping zone.
- High rate of unemployment
- Attraction and retention of skilled personnel e.g. engineers, accountants etc
- Attraction of investors because of poor infrastructure

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1.1.10 Municipal focal areas for budget and integrated development plan

- Maintenance of municipal access road
- Strengthening of Local Economic Development
- Implementation of labour intensive projects
- Rehabilitation of electrical Infra- Structure
- Roll out of Pre- Paid Metres
- Servicing of sites for potential development and revenue
- Establishment of a park and management of open spaces
- Resuscitation of Ematshenezimpisi game reserve
- The Review of HR Strategy
- Staff accommodation
- Office space
- Landscaping of municipal buildings
- Review of the licence agreement with Eskom
- Roll out of pre-paid metres
- Implementation of valuation roll
- Accommodation of department of works & agriculture
- Clearing and de-stumping of local forests for sites

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1.2 Economic profile

Statistics South Africa
Household Services
Table 1
Annual household income
for Household weighted, KZN286: Nkandla

No income	2470
R 1 - R 4800	1292
R 4801 - R 9600	2430
R 9601 - R 19 600	5679
R 19 601 - R 38 200	6021
R 38 201 - R 76 400	2344
R 76 401 - R 153 800	1246
R 153 801 - R 307 600	601
R 307 601 - R 614 400	282
R 614 001 - R 1 228 800	38
R 1 228 801 - R 2 457 600	27
R 2 457 601 or more	30

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1.2.1 Labour Force

Statistics South Africa
Labour Force
Table 1
Individual monthly income
for Person weighted, KZN286: Nkandla

No income	44869
R 1 - R 400	37121
R 401 - R 800	4484
R 801 - R 1 600	14822
R 1 601 - R 3 200	2008
R 3 201 - R 6 400	1112
R 6 401 - R 12 800	1135
R 12 801 - R 25 600	600
R 25 601 - R 51 200	257
R 51 201 - R 102 400	30
R 102 401 - R 204 800	35
R 204 801 or more	35

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Statistics South Africa
Labour Force
Table
1
Official employment status
for Person weighted, KZN286: Nkandla

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Total
	6907	5398	8907	40115	61327

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1.2.2 Public and stakeholder's participation

Local Government Municipal structures Act Chapter 4 (16) states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. In line with this regulation Nkandla Local Municipality initiated a public participation programme for this Integrated Development Plan reviewed. The framework has been amended by COGTA. In compliance with the amended framework the municipality followed the recommendations on the framework to produce this draft document. The process plan was developed submitted to Cogta and all other relevant stakeholders, within the process plan all stakeholders where consulted. Public meeting were held in all 14 wards. Below were the dates of public meetings:

DATE	WARD	VENUE
07 FEBRUARY 2013	1	KWADLADLA
05 FEBRUARY 2013	2	MACHUNWINI TBA
10 MARCH 2013	3	NONGAMLANA
07 FEBRUARY 2013	4	EKUKHANYENI
24 FEBRUARY 2013	5	TOWN
24 FEBRUARY 2013	6	EMATHIYA
13 MARCH 2013	7	EZITININI
31 JANUARY 2013	8	MZIMHLOPHE
30 JANUARY 2013	9	NTINGWE
16 FEBRUARY 2013	10	MBHELE TBA
20 FEBRUARY 2013	11	OPHINDWENI HALL
30 JANUARY 2013	12	MFONGOSI TBA
15FEBRUARY 2013	13	TULWANE COMMUNITY HALL
29 JANUARY 2013	14	THUSONG CENTRE

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1.2.2.1 Stakeholders Participation

A process plan was developed at the beginning of the year and it was submitted to COGTA, contained in the plan is a clear communication mechanism that is outlining the involvement of stakeholders in the development of this IDP- 2013-2014. IDP Forum was held on the 21th February 2013. On the 11th April 2013 advert was publicized on the Isolezwe Newspaper requesting citizens of Nkandla to comment on the draft document. Copies of the draft document were distributed to all traditional authorities. No written comments were received by the municipality. On the 09th May 2013 the municipality had a meeting with traditional leadership to present the draft IDP/Budget. Verbal comments were made and inputs were taken during the meeting. On the very same day, a meeting with Rate Payers was organised by the municipality the same process was followed of comments, submissions and inputs especially on the tariff increment and other functions of the municipality were thoroughly discussed and explanations' and answers were given to rate payers. On the 11th May 2013 IDP/ Budget Imbizo was held at KwaChwezi Stadium and presentation was made on both IDP and Budget. Comments were received and responses were given by the affected parties within the municipality.

1.2.2.2 Ward Committees

Ward Committees and other interested parties were involved in the preparation process of the final document. During wards visit scheduled presented in the previous page Ward Committees participated. On the 12th June 2013 at Nkandla Municipality WC's were in the cession of both Integrated Development Plan and Budget. The new process plan will feature more participation of WC in preparation of the next Integrated Development Plan and Budget 2014-2015 as per WC meeting recommendations.

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1.2.3 Provincial Comments and Local Interventions on Draft IDP/ Budget 2013-2014

On the 05th April 2013 the assessment on draft was made by COGTA and other service providers on district draft. Nkandla Municipality in response to the comments made. The action plan was developed to mitigate the concerns raised to Nkandla Municipality. Presented below is the summary of the comments and interventions developed by Nkandla Local Municipality extracted from the district comments.

A letter of response by the Honourable MEC of Cooperative Governance and Traditional Affairs dated 03 May 2013 signed on the 15 May 2013 was received by the municipality and compliments were received regarding the content of Nkandla Municipality's IDP Draft document. Recommendations were adhere to this final document as per MEC's advises.

COMMENTS	INTERNAL INTERVETION	EXTERNAL INTERVENTION
❖ Nkandla Local Municipality - KZNCOGTA is supporting Nkandla in preparing a wall-to-wall scheme.	Fast tracking the progress on the scheme. Wall to Wall Scheme to be incorporated to the IDP	Funding of Wall to Wall Scheme To involve Nkandla Municipality in all stages of the scheme More funding needed to develop a precinct plan
❖ Nkandla must include a specific vision in line with the IDP vision	Vision to be included in the final IDP Document for adoption	
❖ Nkandla Local Municipality - needs to prepare a SEA. ❖ Review of Land Use Management Scheme	Facilitation of the existence of Share Service on Environmental Issues which will lead to capacity to perform SEA	

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❖ Review Nkandla SDF "in-house" with Development Planning Shared Services (DPSS) assistance.	SDF will be presented to the Uthungulu development planning and evaluation committee on the 17 June 2013 for assistance	COGTA – Spatial Planning Directorate to monitor progress
❖ Nkandla Municipality do not have dedicated Environmental Management staff.	Facilitation of the existence of Share Service on Environmental Issues which will lead to capacity to perform SEA	DEA to provide plans for Nkandla.
❖ Nkandla to reflect its vacancy rate on the IDP, including the filling of all critical positions	All critical positions have been field, organogram with vacancy rate is included in the situational analysis unit	None
❖ Nkandla LM must provide evidence of an employment equity plan.	Equity plan is included in the relevant section in this document	None
❖ SWOT Analysis for all KPA's	SWOT analysis has been developed and is included in all KPA's	None
❖ Nkandla does not reflect improvements with regards to their LED strategy.	Budget for LED has been increased by the municipality to R 3000 0000 which includes LED review fees.	Department of Economic Development to assist and monitor the progress
❖ Economic profiling for Nkandla LM need to be work on to give a detailed economic analysis.	LED Strategy will be reviewed and will include economic profiling	None
❖ Nkandla LM did attach a 3 year municipal budget, however, the LM fail to give an	Medium Term and Expenditure Framework format has been complied	None

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analysis of the budget.	with in the adopted budget	
❖ The Nkandla LM budget fails to show alignment to the municipal strategies and objectives.	Strategic objectives alignment is included in the budged unit	Provincial Treasury, Cogta and Auditor General to monitor progress
❖ Nkandla IDP does not mention the indigent policy nor is it reflected in the IDP.	Indigent Policy was mentioned under Financial Policies in the unit of Financial Viability and Management	None
❖ The Nkandla IDP does not show maintenance on its (fixed assets) budget. ❖ Nkandla has mentioned the financial strategies but there is no analysis of the strategies in relation to the Municipality. ❖ The Nkandla IDP does not show budget undertaken by sector departments.	Maintenance of fixed assets is budgeted in the adopted budget under vote for Professional Fees Analysis on financial Strategies is being prepared.	None Sector Departments must attend IDP Forums and should send relevant officials who are accountable to IDP Forums

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1.2.4 Public Participation inputs

After embarking on intensive public participation alluded to on 1.5 the following needs were identified as common in all wards of visited. These were collated in all wards visited by municipality's IDP task team. In the final Integrated Development Plan the needs will be summarized base on the priority model that the municipality will adopt in all the wards.

- Water Supply
- Access Road Rehabilitation
- Electricity & infills
- Job creation
- Pension Pay Point
- Municipal Illegal Connection Eradication Strategy
- Fencing of Grazing Land
- Fencing of Community Gardens
- Clinics
- Schools (Crèches, Primary Schools and High Schools)
- Multi-Purpose Centers
- Housing & Sanitation
- Developed Shopping Facilities
- Sport and Recreation activities
- Study assistance / Bursaries
- Road Signs
- Speed Humps

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1.2.5 Nkandla Budget Summary

Nkandla Municipality

TOTAL OPERATING AND CAPITAL BUDGET 2013/2014, 2014/2015, & 2015/2016

INCOME	Approved Budget 2012/13	Revised Budget 2012/13	Variance Revised Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Rates	1,800,660	1,800,660	(0)	5,112,211	5,388,270	5,679,237
Interest on Investment	1,308,770	1,308,769	(0)	1,382,060	1,456,692	1,535,353
Rent Income	389,610	398,815	9,205	411,039	433,235	456,629
Sundry Income	1,232,120	7,167,041	5,934,921	12,878,414	13,573,848	14,306,836
National Grants & Provincial Grants	102,883,300	84,391,300	(18,492,000)	104,208,000	116,062,000	159,741,000
Services	8,566,680	7,291,386	(1,275,294)	18,960,842	19,984,728	21,063,903
TOTAL REVENUE	**116,181,140**	**102,357,971**	**(13,823,168)**	**142,952,565**	**156,898,772**	**202,782,957**
OPERATING EXPENDITURE						

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Salaries, Wages & Allowances	**30,401,521**	**30,081,521**	**(320,000)**	**40,454,863**	**42,639,426**	**44,941,955**
General Expenses	**33,384,124**	**36,463,341**	**3,079,216**	**52,964,106**	**52,896,656**	**55,782,072**
Repairs & Maintenance	4,094,893	3,774,260	(320,633)	5,464,533	5,759,618	6,070,637
Depreciation	2,199,117	2,319,117	120,000	2,322,268	2,447,670	2,579,844
Contribution to Capital Outlay & Funds	46,101,484	44,790,184	(1,311,300)	41,081,000	46,595,000	72,805,000
Capital Expenditure	-	-	-	2,285,000	2,408,390	2,538,443
TOTAL EXPENDITURE	116,181,140	117,428,423	1,247,283	142,249,503	150,299,090	182,138,107
NETT DEFICIT/-SURPLUS	**0**	**(15,070,452)**	**(15,070,452)**	**703,062**	**6,599,681**	**20,644,850**
SALARIES AND WAGES AS A PERCENTAGE	**26%**	**26%**		**28%**	**28%**	**25%**

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1.2.6 Capital Budget 2013- 2014

Medium Term Revenue and Expenditure Framework (MTREF) require that the budget should take a forward budgeting approach for the next three years. Nkandla capital budget only include projects for the next budget year (2013-2014). The disclosure has been made to this effect on the municipal approved budget. The projects for the next two financial years will be incorporated in the mid-term budget review by the municipality. Proper reporting will be done to the relevant internal and external authorities regarding this matter in due course.

	Approved Budget	Adjustment	New Budget
Esibhudeni Community hall & Creche Facility (Ward 7)	3 529 207.50	500,000.00	3,029,207.50
Thalaneni Community Hall & Creche Facility (ward 4)	3 529 207.50	500,000.00	3,029,207.50
Thaleni to Malunga Gravel Road Rehabilitation (Ward 3)	4 711 050.00	1,500,000.00	3,211,050.00
Nsuze / Ngomankulu Pedestrian Bridge (Ward 14)	9 990 811.80	604,681.62	9,386,130.18
Mashushu Link Road Rehabilitation (Ward 11)	1 185 458.82		1,185,458.82
Bangamanzi - Mfongosi Link Gravel Road Rehabilitation (Ward 8 & 9)	6 546 946.00	350,000.00	3,046,946.00
Grader	2 500 000.00	-	2 500 000.00

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Electrification

Project Name	Budget	Household Connections
Vumanhlamvu, Mandaba, Zitinini	10 000 000	736
Mvutshini, Mndunduzeli,Qothu, Bhacane, Malunga	10 000 000	736

1.2.7 Socio Economic Development and Local Economic Development

Social Services	2013/2014 (R)	2014/2015 (R)	2015/2016 (R)
Local Economic Development	3 000 000	3 162 000	3 332 748
Youth Development	650 000	685 100	722 095
Women Empowerment	280 000	295 120	311 056
Integrated Early Childhood Development	250 000	263 500	277 729
Sports and Recreation	750 000	790 500	833 187
Library and Information Services	425 000	447 950	472 139
HIV/ AIDS	300 000	316 200	333 275
Community Safety	550 000	579 700	611 004
Disability	400 000	421 600	444 366
Senior Citizens	100 000	105 400	11 092
Public Participation	800 000	843 200	888 733
Public Facilities	600 000	632 400	632 400

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1.3 IsiZulu Edition

uMkhandlu waseNkandla wasungulwa ngonyaka ka 2000, ngaphansi kwesifunda soThungulu, izakhiwo zawo zitholakala kumgwaqo uMaree nombolo 292. Umasipala waseNkandla wakhe eNyakatho –Mpumalanga wakhiwe eduze nasehlathini lemvelo kanye nesiqiwi esakhiwe eMatshenezimpisi kuwadi 6. uMkhandlu waseNkandla uzungezwe yilaba oMasipala abalandelayo: Ulundi eNyakatho, iNqutu eNyakatho-ntshona, uMsinga eNtshonalanga, uMvoti eNingizimu neMpumalanga, Maphumulo eNingizimu, uMlalazi eNyakatho –ntshona, uMthonjaneni eMpumalanga.

Isigungu esiphezulu soMkhandlu

IGAMA LEKHANSELA	IWADI	IQEMBU/ INHLANGANO
Mr. L. Ntombela	01	IFP
Mr. S.B. Manyathi	02	IFP
Mr. B.B Dlomo	03	IFP
Mr.. T.F Nxumalo	04	IFP
Ms P.R Dlamini	05	ANC
Mr. AT. Ntuli	06	IFP
Mr. B.W Sibiya	07	ANC
Mr. S.A Majola	08	IFP
Mr. T.T Dlamini	09	IFP
Mr. S.E Mhlongo	10	IFP
Mrs. B.Z Mncadi-Mpanza	11	ANC
Mr. C.M Mthalane	12	IFP
Mr. V.S Lushozi	13	ANC
Mr. S.M Bhengu	14	ANC

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Mr. T.O Ndlela	05	NFP
Mr. S.O Sibiya	02	IFP
Mr. B.V Khanyile	11	IFP
Ms B.N Buthelezi	10	IFP
Ms M.B.E Ntombela	03	ANC
Ms N.P.N Magubane	10	NFP
Mrs. N.F.J Nzuza	06	IFP
Ms S. Buthelezi	11	NFP
Ms J.B Ntuli	06	ANC
Mr. B.B Ndima	09	ANC
Mr. N.R Xulu	11	ANC
Ms F.K Magubane	06	ANC
Ms H.R Ntombela	05	IFP

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Ukwakheka kwesigungu

Isibalo samakhansela oMkhandlu singamashumi amabili nesikhombisa – (27)

IQEMBU	ISIBALO
1. ANC	10
2. NFP	03
3.IFP	14

Iminyango yangaphakathi kuMasipala

Yonke iminyango inabaqondisi bayo kanye nabasebenzi bakhona yize noma eminye isenezikhala ezidinga ukuvalwa.

- Umnyango wezezimali
- Umnyango wezomphakathi
- Umnyango womphathi kaMasipala
- Umnyango wezabasebenzi nezangaphakathi
- Umnyango wezokukuthuthukiswa kwengqalasizinda

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Izinombolo zesibalo sabantu baseNkandla

Emuva kombhidlango wokubalwa kwabantu ezweni lonkana ngonyaka ka 2011, nazi izinombolo zabantu baseNkandla:

2001 = 133 602 2011 = 114 416

Okuqaphelekayo ezibalweni zabantu ezingenhla ukuthi lehla njalo inani labantu baseNkandla okungabangelwa izizathu ezahlukahlukene.

ukuhlanganiswa kukasomqulu

Intuthuko edidiyelwe ibuyekezwa minyaka yonke, nakulo nyaka uMkhandlu ulandele lokhu njengoba kulawula imithetho elawula ukusebenza koMasipala. Uhla lwasungulwa wuMkhandlu olwabe lusho ukuthi izinto ezithinta intuthuko zizolandelwa kanjani. Imihlangano yomphakathi eyabe izodingida ngezinto ezidingekayo kulo somqulu yahlelwa kanjena:

izindawo lapho usomqulu utholakala khona

- Usomqulu uyatholakala ehhovisi eliqondene nokukhiqizwa kwawo.
- Emtapweni wolwazi kaMasipala kanye naku
- Website: www.nkandla.org.za

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Ukubandakanywa komphakathi

Ikomidi langaphakathi eMkhandlwini lazenza izincomo ngosomqulu
Iminyango kahulumeni yenza izethulo mayelana nemisebenzi ezoyenza eNkandla.
Amakhosi aphawulile, enza inzincomo ngesimo sentuthuko yaseNkandla.
Abahlali basedolobheni babe nethuba lokwethulwelwa izinhlelo zoMkhandlu.

imihlangano kanye nezindawo ezihanjelwe umkhandlu

USUKU	IWADI	INDAWO
07 FEBRUARY 2013	1	KWADLADLA
05 FEBRUARY 2013	2	MACHUNWINI TBA
10 MARCH 2013	3	NONGAMLANA
07 FEBRUARY 2013	4	EKUKHANYENI
24 FEBRUARY 2013	5	TOWN
24 FEBRUARY 2013	6	EMATHIYA
13 MARCH 2013	7	EZITININI
31 JANUARY 2013	8	MZIMHLOPHE
30 JANUARY 2013	9	NTINGWE
16 FEBRUARY 2013	10	MBHELE TBA
20 FEBRUARY 2013	11	OPHINDWENI HALL
30 JANUARY 2013	12	MFONGOSI TBA
15FEBRUARY 2013	13	TULWANE COMMUNITY HALL
29 JANUARY 2013	14	THUSONG CENTRE

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IZIDINGO ZOMPHAKATHI

	AREAS	NKANDLA INTEGRATED DEVELOPMENT PLAN WARD NEEDS 2013-2014
WARD 01	**GOLOZELENI**	1. HOUSES 2. CAUSEWAY MAGODA 3. ACCESS ROADS 4. PEDISTRIAN CROSSING LOWER MAGODA 5. FENCING OF MIELIEFIELDS & GRAZING LAND 6. AGRICULTURAL: COMMUNITY GARDEN 7. SOCCER FIELD 8. HALL 9. ELETRICITY INFILLS
	MANZIMYAMA/ SIBUSISILE	1. HOUSES 2. ACCESS ROADS 3. FENCING OF MIELIEFIELDS & GRAZING LAND 4. COMMUNITY HALL
	NKUNGUMATHE	1. HOUSES 2. ACCESS ROADS 3. COMMUNITY HALL 4. SKILLS DEVELOPMENT CENTRE / FET 5. SATELITE POLICE STATION
	GADA &	1. HOUSES

	NOMAHAYE	2. INKOSI SIBISI ROAD- QUARRY 3. ESIKHALENI – MPUNZINI ACCESS ROAD 4. FENCING OF MEALIEFIELDS & GRAZING LAND 5. ELETRICITY INFILLS
	MATSHENSIKAZI	1. HOUSES 2. ACCESS ROADS 3. FENCING OF MIELIEFIELDS & GRAZING LAND 4. ELETRICITY INFILLS 5. COMMUNITY SERVICE CENTRE
	MVUMANGOMA	1. HOUSES 2. UPGRADE OF CHWEZI STADIUM 3. ACCESS ROADS 4. POLICE STATION 5. CHRECHES 6. FENCING OF MIELIEFIELDS & GRAZING LAND 7. RECREATION PARK 8. COMMUNITY SERVICE CENTRE AT KWACHWEZI 9. LIGHTNING CONDUCTORS 10. ELECTRICITYINFILLS
	MBIZWE SCHOOL	1. HOUSES 2. ACCESS ROADS 3. ELECTRICITY INFILLS 4. WATER SUPPLY
	ETHALA	1. HOUSES 2. ACCESS ROADS

		3. CLINIC 4. WATER SUPPLY 5. FENCING OF FIELDS 6. SANITATION
	EZIBHEMBENI	1. HOUSES 2. WATER SUPPLY 3. ACCESS ROADS 4. FENCING OF MIELIE FIELDS & GRAZING LAND 5. PEDISTRIAN CROSSING AT NQAMBOSHIYANE 6. ELECTRICITY INFILLS
	EGOSWENI	1. HOUSES 2. GOSWENI - ESIKHALENI ACCESS 3. GOSWENI- INDATSHE PRIMARY CAUSEWAY 4. WATER SUPPLY KWAMDLADLA, HADEBE,ZUNGU, & GOSWENI AREAS 5. FENCING OF GRAZING LAND / MEILIE FIELDS 6. COMMUNITY SERVICE CENTRE 7. SOCCERFIELDS 8. ELECTRICITY INFILLS
	PHAMBANA	1. HOUSES 2. WATER SUPPLY AT OHLELO 3. ACCESS ROADS 4. ELETRICITY INFILLS 5. FENCING OF MILIEFIELDS & GRAZING LAND

WARD 02	**NTASHANA**	1. FENCING OF GRAZING 2. ACCESS ROADS 3. SPORTFIELDS 4. COMMUNITY SERVICE CENTRE 5. PENSION PAYPOINT
	MPOTHOLO	1. FENCING OF PLOUGHING FIELDS 2. COMMUNITY GARDENS 3. UPGRADE OF WATER SCHEME 4. CO-OPERATIVES 5. ESTABLISHMENT OLD AGE COMMUNITY FORUM
	MASOKA	1. FENCING OF GRAZING LAND 2. ACCESS ROADS 3. WATER SUPPLY 4. COMMUNITY GARDEN 5. CRECHE
	NGOBEYINI	1. FENCING OF GRAZING LAND 2. WATER SUPPLY 3. ACCESS ROADS 4. PENSION PAYPOINT 5. COMMUNITY SERVICE CENTRE
	MONA & EKUPHIWENI	1. FENCING OF GRAZING LAND 2. LIBRARY 3. ACCESS ROADS 4. YOUTH DEVELOPMENT

	MADAKWADUNUSE	1. FENCING OF GRAZING LAND 2. YOUTH AGRICULTURAL DEVELOPMENT PROGRAMMES 3. SPORTSFIELD 4. COMMUNITY SERVICE CENTRE 5. WATER SUPPLY
	MAGIDINI	1. FENCING OF GRAZING LAND 2. COMMUNITY GARDENS 3. COMMUNITY SERVICE CENTRE 4. SPORTSFIELD 5. OLD AGE COMMUNITY FORUM
	BHACANE	1. BHACANE TO THALENI ACCESS ROAD 2. FENCING OF PLOUGHING FIELDS 3. BHACANE CSC PHASE 2 4. SPORTSFIELDS 5. WATER SUPPLY
	EZINDUMENI	1. FENCING OF GRAZING LAND 2. NETWORK COVERAGE 3. WATER SUPPLY 4. ACCESS ROAD 5. COMMUNITY SERVICE CENTRE
WARD 03	**MALUNGA / NGAPHATHI**	1. ROAD FROM MALUNGA TO MBILATHUZE 2. FENCING OF PLOUGHING FIELD & GRAZING LAND 3. SKILLS TRAINING CENTER 4. CRECHE

		5. TAX /BUS STOP SHELTER 6. ELETRIFICATION 7. MAIZE MILLING MACHINES 8. SPORT COMPLEX/MULTIPURPOSE SPORTFIELD 9. TAR ON P 707 & P 707 10. TRACTOR FOR CULTIVATION & PLOUGHING 11. ADDITIONAL SPRING IN DLOMO WATER SUPPLY 12. HOUSING ND SANITATION PROJECT 13. ORCHARD
	NONGAMLANA	1. ELECTRICITY INFILLSS 2. FENCING OF GRAZINGLAND & PLOUGHING FIELD 3. ACCESS ROAD 4. HOUSING 5. FENCING OF GARDEN 6. TAR ON P 708 7. CAUSEWAY NDIMA 8. CAUSEWAY TO NSUZE RIVER
	SIDASHI	1. 2KM ROAD FROM P707 TO NDIKWE 2. FENCING OF PLOUGHING FIELD & GRAZING LAND 3. LECTRIFICATION 4. CRECHE 5. ACCESS ROAD TO DIMANE 6. SPORT FIELD 7. TAR P707 8. IRRIGATION SCHEME IN VEGETABLE GARDEN

	DLOYIYANA	1. COMMUNITY GARDEN 2. TAP WATER SUPPLY PER HOUSEHOLD 3. ELECTRIFICATION 4. ACCESS ROAD 5. FENCING OF MADLOZI GRAZING LAND 6. PRIMARY SCHOOL AT MASEKWANA 7. HOUSING AND SANITATION PROJECTS
	VIMBIMBOBO	1. REGRAVELLING OF NDLANGEZA ROAD 2. ROAD FROM THALENI TO KWALUFUTHA 3. BULK WATER SUPPLY FROM NSUZE RIVER 4. ELCTRIFICATION 5. ROAD FROM CHWEZI TO OHLALA SCHOO 6. CAUSE WAY REHABILITATION 7. FENCING OF PLOUGHING FIELD & GRAZING 8. SPORT FIELD
	SIDUMUKA	1. ROAD FROM WOZAWOZA TO P 708 2. CAUSE WAY 3. WATER 4. HOUSING 5. ELECTRICITY INFILLS 6. FENCING OF PLOUGHING FIELD 7. CRECH 8. ROAD FROM SIDUMUKA TO VIMBIMBOBO 9. SPORTFIELD

	WOZA WOZA	1. ROAD FROM P50 TO WOZAWOZA 2. ROAD FROM P50 TO KWATSHELWANE 3. ELECTRICITY INFILLS 4. FENCING GARDEN 5. FENCING OF PLOUGHING FIELD AND GRAZINGLAND 6. HOUSING &SANITATION 7. SPORTFIELD 8. POT HOLES ON P50
	THALENI	1. ELECTRIFICATION INFILLS 2. ROAD FROM NKETHABAWELI TO MANGAZWAYO 3. CRECHE MAWENI,SIDADENI/THALANENIAND ROMA 4. NKETHABAWELI WATER SUPPLY 5. THALANENI CAPACITY UPGRADING 6. CLINIC AT SIDADENI 7. FENCING OF PLOUGHING FIELD & GRAZING LAND 8. HOUSING SANITATION PROJECT 9. SPORTFIELD
WARD 04	**THALANENI**	1. ACCESS ROAD 2. FENCING OF COMMUNITY GARDENS 3. HOUSING AND SANITATION 4. INFILLS 5. SMALL BRIDGE

	ESIXHOKOLO	1. COMMUNITY SERVICE CENTRE (Next to Mtshali supermarket) 2. ELETRICITY 3. WATER 4. FENCING OF GARDENS 5. ACCESS ROADS 6. CO-OPERATIVES 7. HOUSING AND SANITATION
	MTHANDANHLE	1. COMMUNITY HALL 2. ACCESS ROAD 3. CRECHE 4. PENSION PAYPOINTS 5. HOUSING AND SANITATION 6. CLINIC 7. INFILLS
	MPINGANA	1. ACCESS ROARD 2. ELECTRICITY 3. CRECHE 4. FENCING OF GARDEN 5. HOUSING AND SANITATION
	MANZAMNYAMA	1. COMMUNITY HALL 2. INFILLS 3. WATER 4. FENCING OF GARDEN 5. HOUSING AND SANITATION

	KWANTSHIZA	1. ELECTRICITY 2. ACCESS ROARD 3. WATER AND SANITATION 4. HOUSING 5. FENCING OF GARDEN
	NGWEGWENI	1. ACCESS ROARD 2. INFILLS 3. WATER AND SANITATION 4. HOUSING 5. FENCING OF GRAZINGLAND
	EKUKHANYENI	1. ACCESS ROAD 2. INFILLS 3. HOUSING AND SANITATION 4. CO-OPERATIVES 5. FENCING OF GRAZINGLAND
	THOKOZA	1. ACCESS ROAD 2. VEHICLE BRIDGE 3. FENCING OF GARDEN 4. CRECHE
	MBIZWE	1. CHRECHE 2. PRIMARY SCHOOL 3. ACCESS ROADS 4. FENCING OF GARDENS 5. HOUSING AND SANITATION

WARD 05	**MADIYANE**	1. UPPER MADIYANE PEDISTRIAN BRIDGE TO PHALANE PRIMARY SCHOOL
	MATSHENEZIMPISI	1. COMMUNITY SERVICE CENTRE 2. MOBILE CLINIC 3. ROAD SIGNS
	EMJAHWENI	1. STREET LIGHTS TO COMBAT CRIMINAL ACTIVITIES 2. SPEED HUMPS FROM EMJAHWENI TO MHLATHUZE
	NQUNDU	1. NQUNDU TO CHOLWANECAUSEWAY
	SAKHILE	1. MAINTENACE OF BASIC MUNICIPAL FUNCTIONS
	SINQOBILE	1. MAINTENACE OF BASIC MUNICIPAL FUNCTIONS
	WHITE CITY	1. MAINTENACE OF BASIC MUNICIPAL FUNCTIONS
	WHOLE WARD	2. ELECTRICITY INFILLS 3. ESTHINTINI ACCESS ROAD REGRAVELLING (2 KM) 4. SIDE WALKS FROM NKANDLA TO MTHIYAQHWA HIGH SCHOOL 5. WOMEN WONDER BAGS 6. WATER 7. SANITATION 8. JOB OPPORTUNITIES 9. BURSARIES 10. PENSION PAY POINT 11. TARED ROAD -BUTHELEZI ROAD 12. NDLAMADODA REGRAVELLING ROAD 13. FENCING OF GRAZING LAND 14. COMMUNITY GARDERN FOR SENIOR CITIZENS

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		15. CRECHE(BHOKWE) 16. SOLLAR GUISERS 17. FET 18. SHOPPING MALL
WARD 06	**MANDABA**	1. ELECTRICITY 2. WATER SUPPLY 3. NETWORK 4. COMMUNITY SERVICE CENTRE
	NDWENI	1. CHIBINI CAUSEWAY 2. PRIMARY SCHOOL
	MABENGELA	1. CLINIC 2. EDIPHINI CAUSEWAY 3. REHABILITATION OF EMATSHENEZIMPISI GAME RESERVE
	NTABEMNYAMA	1. COMMUNITY HALL
	MAKHENDLE	1.CLINIC 2. COMMUNITY SERVICE CENTRE 3.WATER SUPPLY
	MQUBENI	1. COMMUNITY SERVICE CENTRE
	MATHIYA	1. COMMUNITY SERVICE CENTRE
	NKUNZIKAYIHLELI	1. COMMUNITY SERVICE CENTRE
	IZINGWELEVU	1. SPORTSFIELD
	ECHIBINI	1. PENSION PAYPOINTS 2. CAUSEWAY
	MATHOLAMPUNGA	1. PENSION PAYPOINTS

		2. COMMUNITY SERVICE CENTRE
	VUMANHLAMVU	1. WATER SUPPLY 2. ELETRICITY 3. COMMUNITY SERVICE CENTRE
	ALL VILLAGES	1. ELECTRICITY 2. ACCESS ROADS REHABILITATION 3. SPORTS GROUND /FIELDS/ COMPLEX/COMBO 4. REHABILITATION OF EMATSHENEZIMPISI GAME RESERVE 6. CRECHES 7. LIGHTNING CONDUCTORS 8. FENCING OF NATURAL WATER SOURCES 9. HOUSING PROJECTS 10. FENCING OF GRAZING LAND 11. FENCING OF COMMUNITY GARDENS 12. UMHLATHUZE BRIDGE 13. MAKHANYEZI BRIDGE 14. NETWORK 15. PENSION PAY POINTS
WARD 07	**MAPHIHLI**	1. ACCESS ROAD TO FANGELAKHE PRIMARY SCHOOL
	NYAWOSHANE	1. UPGRADE OF WATER SCHEMES
	EZIDLOZI	1. WATER SCHEME
	HLWEHLWE	1. UPGRADE OF WATER SCHEMES 2. POULTRY PROJECT 3. SPORTFIELD

	NTSHAMAZI	1. WATER 2. CRECHE
	MAKHANYEZI	1. UPGRADE OF MAKHANYEZI SCHOOL 2. CSC 3. UPGRADING OF ROAD 4. BRIDGE
	NHLABABO	1. REMOVAL OF ALIEN PLANT 2. FENCING OF COMMUNITY GARDENS 3. COMMUNITY SERVICE CENTRE 4. CRECHE 5. CLINIC 6. ROAD FROM MANGIDINI TO MELMOTH 7. HOUSING PROJECTS 8. COMMUNITY HALL 9. JOB CREATION 10. SPORTS FIELDS
	EZINTININI	1. SPORTSFIELD 2. CRECHE 3. COMMUNITY SERVICE CENTRE
	WHOLE WARD	1. ELECTRICITY 2. HOUSING PROJECT 3. PENSION PAYPOINT 4. LIGHTNING CONDUCTORS 5. WATER SUPPLY 6. ACCESS ROADS

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		7. FET 8. LIBRARY 9. SPORTS COMPLEX 10. COOPERATIVES 11. CARE GIVERS 12. FENCING OF COMMUNITY GARDENS
WARD 08	**MZIMHLOPHE**	1. CRECHE 2. SPORTS GROUND 3. QHUDENI TAXI RANK 4. SANITATION
	QHUDENI	1. DEVELOPMENT OF QHUDENI NODE
	NTSHIZA	1. COMMUNITY SERVICE CENTRE 2. SPORTS GROUND 3. CRECHE 4. NETWORK 5. HIGH SCHOOL
	MADLOZI	1. SPORTS GROUND 2. COMMUNITY HALL 3. CRECHE 4. TAXI RANK
	EMATHENGENI	1. COMMUNITY HALL 2. CRECHE 3. SPORTSFIELD
	EKHOMBE	1. COMMUNITY SERVICE DELIVERY 2. TAXI RANK

		3. SANITATION 4. ACCESS ROAD 5. SPORTSFIELD 6. COOPERATIVE 7. AFTER CARE CENTRES 8.
	CORRIEDALE	1. COMMUNITY HALL 2. CHRECH 3. SPORTSFIELDS
	MANDATHANE	1. COMMUNITY SERVICE CENTRE 2. HOUSING PROJECT 3. SANITATION 4. SPORTFIELDS 5. ACCESS ROADS 6. FENCING OF GRAZING LAND & COMMUNITY GARDENS
	EZIJIBENI	7. COMMUNITY HALL 8. CRECHE 9. SPORTSFIELD 10. HIGH SCHOOL
	WHOLE WARD	1. COMMUNITY HALL 2. CRECHE 3. SPORTS GROUND 4. NETWORK 5. ELECTRICITY

		6. ACCESS ROADS 7. WATER SUPPLY 8. COOPERATIVES 9. FENCING OF GRAZING LAND & COMMUNITY GARDENS 10. TRANSPORT SHELTERS
	DLOLWANA	1. COMMUNITY HALL 2. CRECHE 3. SPORT GROUND 4. CSC MAINTANANCE 5. JABAVU COMMUNITY LED SHELTERS
	NTSINGABANTU	1. CRECHE 2. SPORT GROUND 3. WATER SUPPLY & WATER TANKS 4. CAUSEWAY 5. SPORTSFIELDS UPGRADE 6. FENCING OF CEMENTRY 7. BUSARIES 8. COMMUNITY SERVICE CENTRE
WARD 09	**NHLOSHANE**	1. ELETRICITY 2. ACCESS ROAD REHABILITATION 3. WATER SUPPLY 4. SPORTFIELD 5. PENSION PAY POINT 6. CRECHE

		7. CSC 8. COMMUNITY GARDEN 9. NERTWORK COVERAGE 10. LIBRARY 11. CASEWAY-NHLOSHANE
	EMAYEZE	1. ELECRICITY INFILLS 2. WATER SUPPLY 3. EZINDLOVINI ACCESS ROAD AND CAUSEWAY 4. NETWORK COVERAGE 5. COMMUNITY GARDEN 6. MATIKWE CAUSEWAYS 7. MATIKWE AND MAYEZA ACCESS ROAD 8. SIYAKHULA CRECHE
	SAMUNGU	1. ACCESS ROAD REHABILITATION 2. THEMBU CAUSEWAY 3. ELECTRICITY 4. WATER 5. MOBILE CLINIC 6. NETWORK COVERAGE FOR BOTH CELLPHONES & TELEVISIONS 7. SKILLS DEVELOPMENT CENTRE
	EZIHOSHENI	1. ELECTRICITY INFILLS 2. SIPHANDLE ACCESS ROAD 3. COMMUNITY SERVICE CENTRE 4. CRECHE

		5. LIBRARY 6. ONE STOP SHOP 7. ENGODINI CAUSE WAY 8. NETWORK (CELLPHONES & TV'S) 9. SKILLS DEVELOPMENT CENTER
	BANGAMANZI	1. ELECTRICITY 2. DIPPING TANK 3. ACCESS ROADS & CAUSEWAY 4. CRECHE 5. COMMUNITY GARDEN 6. WATER 7. HIGH SCHOOL 8. HOUSING PROJECT 9. NETWORK
	NKOMEZIPHANSI	1. ACCESS ROAD 2. SCHOOL 3. ELECTRICITY 4. HOUSES 5. CRECHE 6. WATER 7. COMMUNITY SERVICE CENTRE 8. COMMUNITY GARDENS 9. PENSION PAY POINT
	SHOBALENYATHI	1. NETWORK COVERAGE 2. DIPPING TANK

		3. COMMUNITY SERVICE CENTRE 4. DISASTER PROGRAMMS 5. LIBRARY FACILITY 6. MOBILE CLINIC 7. PENSION PAY POINT 8. WATER 9. CAUSEWAYS 10. BURSARIES
	NSAMLOMO	1. INFILLS ELECTRICITY 2. WATER EZILONDWENI ACCESS ROADS & CAUSEWAY 3. KWAMBHABHA ACCESSS ROAD & CAUSEWAY 4. CRECHE 5. COMMUNITY SERVICE CENTRE 6. COMMUNITY GAREDEN 7. NETWORK
	DINA	1. ACCESS ROAD KHOMFINI 2. ELECTRICITY 3. SPORT FIELD 4. COMMUNITY SERVICE CENTRE 5. WATER 6. CRECHE 7. NETWORK SKILLS DEVELOPMENT 8. GAME RESERVE 9. TUGELA RIVER BRIDGE

	NKUNZEBOMVU	1. KUNZEBOMVU ACCESS ROAD 2. HOUSING 3. FENCING OF GARDEN AND GARZING LAND 4. SEWING PROJECT
	NGWAVU	1. GWAVU ROAD 2. FENCING OF GRAZING LAND 3. SPORTSFIELD 4. FENCING OF GARDEN 5. DAYI ROAD 6. NHLEKISENI ACCESS ROAD
WARD 10	**NKONISA**	1. COMMUNITY SERVICE CENTRE 2. WHEELCHAIR 3. SANITATION FOR WHEELCHAIR 4. SPORTS FIELD 5. ELECTRIC 6. DROPENCENTRE 7. HOUSING 8. LIBRARY 9. JOB OPPORTUNITY
	MATHOLAMGELE	1. VELEMU ACCESS ROARD 2. HOUSING 3. WATER SUUPLY 4. ACCESS ROARD A 1594 5. CRECHE

		6. CLINIC 7. ELECTRICITY 8. SPORTFIELD 9. WHEELCHAIRS 10. GRIND MILL MAIZE
	EMAHLATHINI	1. DIPPING TANK 2. WATER 3. MAGWEVU ACCESS ROARD 4. ZAMANDE ACCESS ROARD 5. FENCING OF COMMUNITY GARDEN 6. SPORTFIELD
	MADLOZI	1. GOXI ROAD 2. MANZIMNYAMA CAUSEWAY 3. MLOLAMBAZO ROAD 4. CRECHE 5. FENCING OF CEMENTRY 6. TOILETS 7. HOUSING
	QOTHU	1. SANITATION 2. CRECHE 3. FENCING OF COMMMUINITY GARDEN 4. TRACTORS 5. HOUSING 6. WATER

	EZIMAMBENI	1. KHOKHOBA ACCESS ROAD 2. MAPHANTA CAUSEWAY 3. CRECHE 4. FENCING OF GARDEN 5. CSC 6. HOUSING 7. SPORTFIELD 8. ELECTRICITY INFILLS 9. WATER 10. WHEELCHAIRS 11. CLINIC 12. CAUSEWAYS
	THULANI	1. HOUSING 2. SPORTFIELD 3. CSC 4. FENCING OF CEMETRY 5. WATER 6. FENCING OF GARDEN 7. JOB OPPORTUNITY
WARD 11	**MDLELANGA**	1. WATER AT MASHUSHU 2. COMMUNITY GARDENS 3. FENCING OF GRAZING LAND 4. CARE GIVERS 5. CAUSEWAY 6. TRACTORS

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		7. CRECHE 8. INFILLS **9. MDLELANGA PRIMARY:** 10. UPGRADE OF MDLELANGA PRIMARY SCHOOL BY DOE 11. SCHOOL GREENING PROJECT 12. LANDSCAPING 13. FOOD SERCURITY PROJECT
	OPHINDWENI	1. FENCING OF COMMUNIITY GARDENS, TRACTORS 2. ACCESS ROAD FROM GOBIQOLO TO NDINDINDI PRIMARY SCHOOL 3. ACCESS ROAD AT KWAZIBAYENI 4. PRIMARY SCHOOL AT THATHE 5. HIGH SCHOOL AT OPHINDWENI 6. CLINIC AT DLABE 7. FENCING OF GRAZING LAND 8. SANITATION 9. COMMUNITY SOUP KITCHEN CENTRES 10. SPORTFIELD 11. ELECTRICITY INFILLS 12. REGRAVELLING OF OFENI ROAD
	MTSHWILI	1. JOB OPPORTUNITIES 2. HOUSING

		3. AGRICULTURAL ASSISTANCE IN ALL ASPECTS 4. HOUSING 5. CLINIC 6. SKILLS DEVELOPMENT CENTRE 7. CATTLE DIP 8. BOREHOLES 9. SANITATION 10. SIYATHUTHUKA CRECHE 11. LIGHTINING CONDUCTORS 12. PENSION PAY POINT. 13. CSC
	DLABE	1. HIGH SCHOOL 2. CLINIC 3. MAINTANANCE OF WATER SUPPLY SCHEME
	MALENJE	1. ACCESS ROAD 2. BUSARIES
	WHOLE WARD	1. HOUSING 2. TRACTOR SUPPORT 3. MAINTANCE OF ACCES ROADS 4. WATER SUPPLY PROBEMS IN ALL AREAS OF WARD 11 5. SKILLS DEVELOPMENT CENTRE 6. HOUSING 7. FENCING OF GRAZING LAND 8. ACESS

		9. SANITATION
WARD 12	**PHOLELA**	1. CLINIC 2. SATELITE POLICE STATION
	EZIGQOZENI	1. SPORTSFIELD
	EZIMPISINI	1. FENCING OF GRAVE YARDS 2. TOILET 3. ROAD TO PENSION PAY POINT AND GRAVE YARD 4. NETWORK
	WHOLE WARD	1. ACESS ROADS 2. NETWORK COVERAGE 3. PENSION PAY POINTS 4. CSC AT MAQADINI AND SKHWANE 5. FENCING OF GARDENS 6. SANITAION 7. HIGH SCHOOL AT SKHWANE & MANYANE 8. SKWANE AND MAQHUBANYANE CAUSE WAY
	MASOLOSOLO	1. ELECTRICITY IN FILLS 2. ACCESS ROADS
WARD 13	**EZILOZINI**	1. FENCING OF COMMUNITY GARDENS (MANDAWE) 2. BRIDGE 3. NETWORK 4. ACCESS ROAD

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		5. COMMUNITY SERVICE CENTRE
	SANGOMENI	1. COMMUNITY SERVICE CENTRE
	GOLOKODO	1. WATER. 2. BRIDGE
	TULWANE	1. CLINIC 2. COMMUNITY HALL RENOVATIONS/ NEW CSC 3. POLICE STATION
	MWANE	1. ACCESS ROADS
	MTHUNGWENI	1. SPORTSFIELD
	ESIKHALENI	1. ACCESS ROADS 2. CHRECHE
	MTHETHANDABA	1. ACCESS ROAD REHABILITATION
	EGOLOKODO	1. WATER 2. BRIDGE
	MPHALWINI	1. CLINIC 2. DIP TANK 3. NETWORK
	WHOLE WARD	1. ELECTRICITY INFILLS 2. WATER SUPPLY / WATER TANKERS 3. LIVESTOCK DAMS 4. NETWORK PROBLEMS 5. JOB OPPROTUNITIES 6. COOPERATIVES 7. DISABILITY PROGRAMMES 8. PENSION PAYPOINTS

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		9. MAIN ROAD REHABILITATION: LINDELA – DLOLWANE 10. ACCESS ROADS
WARD 14	**NXAMALALA**	1. ELECTRICITY INFILLS 2. MAINTENANCE OF ACCESS ROAD 3. WATER
	EMACHUBENI	1. ELECTRICITY 2. WATER
	IZIDLONZI	1. SCHOOL 2. CLINIC 3. WATER 4. CRECHE 5. SPORTS FACILITIES 6. CSC
	HALAMBO	1. ELECTRICITY 2. WATER
	NSUZE	1. BRIDGE
	WHOLE WARD	1. HOUSING PROJECT 2. STREET LIGHTS 3. WATER 4. EMERGENCE ASSISTANCE 5. SPORTS FACILITIES 6. UPGRADING OF PESIONERS PAY POINT 7. CRECHE

izindawo uMkhandlu ozogxila kuzona kulonyaka wezimali

- Ukusungulwa kwezindawo zokungcebeleka kanye kukuphathwa kahle kwezindawo ezivulekile eNkandla
- Ukulethwa kwezidingongqangi emhlabeni kaMasipala ongathuthukisiwe ukuze kube khona imali eqoqwa nguMkhandlu.
- Ukunakekelwa kwemigwaqo engena emakhaya
- Ukusungulwa kwemisebenzi ezodinga kusetshenziswe abantu ukuze kuliwe nezinga eliphezulu lokungasebenzi kwabantu baseNkandla.
- Ukutshalwa kwemali ukuze kuthuthukiswe izindawo zamagugu eNkandla
- Indawo yokuhlala yabasebenzi boMkhandlu
- Izindawo zokusebenzela abasebenzi bomkhandlu
- Ukuthuthukiswa kwengqalasizinda kagesi kaMasipala
- Ukuqedwa kwabasebenzisa ugesi ngokungemthetho.

Izidingo eziseqhulwini zomphakathi eNkandla yonkana

Emuva kokuba uMkhandlu ube sembhidlangweni wokuhambela umphakathi ube usubeka lezi zidingo njengeziseqhulwini iNkandla yonkana:

- Imigwaqo engekho esimeni
- Amanzi
- Ukufakelwa kukagesi kanye nabasala kufakwa ugesi
- Izindawo zokuholela
- Ukubiywa kwezinkambi
- Ukubiywa kwezingadi zomphakathi
- Imitholampilo
- Ezemfundo(Izinkulisa njll)

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- Izindawo zokuhlanganyela zomphakathi
- Izindlu kanye nezindla zangasese
- Inxanxathela yezitolo
- Izimpawu zomgwaqo kanye nokunye okuphathelene nezokuthutha

Isabelomali soMkhandu waseNkandla

Ukwakhiwa kwezakhiwo ezinkulu

ESibhudeni Community Hall & Creche Facilities (Ward 7)	R 3 029 207
Thalaneni Community Hall & Creche Facility (Ward 4)	R 3 029 208
Thaleni to Malunga Gravel Road Rehab (Ward 3)	R 3 211 050
Nsuze/Ngomankulu Pedestrian Bridge (Ward 11)	R 9 386 130
Mashushu Link Road Rehab (Ward 11)	R 1 185 458
Bangamanzi Mfongosi link Gravel Road Rehab (Ward 6 & 9)	R 3 046 946
Ugandaganda	R2 500 000

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Ukufakelwa kukagesi

Vumanhlamvu/Mandaba/Ntinini	R 10 000 000
Mvutshini/Mndunduzeli/Qothu/Bhacane/Malunga	R 10 000 000

Ezokuthuthukiswa komphakathi

Isabelomali	**Unyaka 2013/2014 (R)**	**Unyaka 2014/2015 (R)**	**Unyaka 2015/2016 (R)**
Ezokuthuthukiswa komnotho	3 000 000	3 162 000	3 332 748
Abasha	650 000	685 100	722 095
Ukuthuthukiswa kwabesimame	280 000	295 120	311 056
Ukuthuthukiswa kwezingane	250 000	263 500	277 729
Ukuthuthukiswa kwezemidlalo	750 000	790 500	833 187
Ukuthuthukiswa koMtapowolwazi	425 000	447 950	472 139
Isandulela ngculaza negciwane laso	300 000	316 200	333 275
Ukuphephiswa komphakathi ezinhlekeleleni	550 000	579 700	611 004
Ukuthuthukiswa kwabaphila nokukhubazeka	400 000	421 600	444 366
Ukuthuthukiswa kogogo nomkhulu	100 000	105 400	11 092
Eyezakhiwo zomphakathi	600 000	632 400	632 400

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SECTION B
PLANNING AND DEVELOPMENT

2.1 Legislative Background

The section aims to give guidelines on the framework and development principles. Alignment to government regulations and plans is crucial in strategic planning. Therefore the relevant binding and Non-binding national and provincial legislations including policies, programs and strategies are considered in the municipal development planning process and interventions. Part of this IDP compilation includes resolutions from key stakeholders engagements conducted during the review process as these should inform the analysis and proposed interventions.

2.1.1 The Constitution of the Republic of South Africa (1996) mandates local government to:

- Provide democratic and accountable government for local communities.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities and community organisations in the matters of local government.

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Local government should promote the Bill of Rights, which reflects the nation's values about human dignity, equality and freedom, and uphold the principles enshrined in the Constitution. The government (national, provincial and local) introduced a number of policies and legislation in line with the Constitution to govern different aspects of spatial and land use planning. At national and provincial levels, these deal with issues such as environmental and natural resource management, land tenure and land

2.1.2 Municipal Systems Act 32 of 2000

The above mentioned act, **s**ection 26 of the MSA states that all municipalities to prepare an Integrated Development Plan (IDP) as the primary and overriding management tool. In terms of Section 26 of the MSA, some of the core components that an integrated development plan must reflect are: The municipal council's vision for the long term development of the municipality. An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic Municipal services. The council's development priorities and objectives including its local economic development aims and its internal transformation needs. The council's development strategies which must be aligned with any national or Provincial sectorial plans and planning requirements binding on the municipality in Terms of legislation. A Spatial Development Framework which must include the provision of basic Guidelines for a land use management system for the municipality. Key performance indicators and targets determined through an organizational Performance system based on the priorities identified in the IDP. Chapter 5 of the MSA gives guidance as to the preparation of idps by Municipalities. This is a strategic plan for the municipality which aligns the development goals of the municipality with the financial resources that the municipality has. As part of the IDP, The municipality should assess the levels of existing development, formulate strategies for development and align its strategies with the financial plan of the Municipality. The MSA provides that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected

2.1.3 Principles of Development Facilitation Act 1995, ACT NO 67 OF 1995

The DFA contains general principles for land development and decision making. Some
Of these principles, as contained in section 3 of the Act, are summarized at overleaf.

1. Provision should be made for urban and rural land development. Including the development of formal and informal, existing and new settlements.
2. Illegal occupation of land should be discouraged.
3. Land development should take place effectively and in an integrated manner by:

A. Integrating social, economic, institutional, environmental and spatial aspects of land development.
B. Developing urban and rural areas in support of each other.
C. Providing areas of residence and job opportunities close together or integrated with each other.
D. Optimize the use of existing resources.
E. Permitting and encouraging diverse land uses.
F. Rectifying the distorted spatial patterns of the past.
G. Compaction of towns to discourage urban sprawl.
H. Ensuring a sustainable natural environment.
I. Promote conditions under which economic activities can flourish.
J. Create opportunities for small business at places of high accessibility and
Economic agglomeration.
K. Provide the basics for survival to all existing settlement and focus on
Places with economic potential to provide a higher level and wider range
Of services or facilities.

4. Development within an area should take place within the limited resources,
Financial, institutional and physical of the area in order to create a viable
Community and to protect the natural environmental to enable economic growth.

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Administration, land use planning and land use management, and human settlement and service delivery. Nkandla Municipality has consolidated its Integrated Development Plans, and by-laws in compliance with of these regulations.

This section presents an outline of these principles and overview of the role and purpose of spatial planning, land use management and land development, it concludes with clear implications for Nkandla Municipality. The resistance to the idea of uncontrolled land development and the commonly expressed wish by particular sectors in society to promote various types of desirable land development. The resistance to uncontrolled development is motivated by a number of factors, the precise mix of is Determined by the particular social, economic and political contexts of different places.

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2.1.4 Nkandla spatial development objectives

The municipal Development Objectives are mainly orientated and aligned to National Key performance areas (KPA's) which are the following:

- To enhance service delivery through capital development
- To improve Institutional efficiency through adequate systems and effective internal controls
- To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks
- To create a conducive environment for socio-economic growth through quality infrastructure and services
- To promote local economic development through integrated human settlements and sustainable environmental management
- To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.

The following table depicts the strategies set out by the municipalities that have aspects that can be spatially manifested. These strategies can be identified and categorised by four themes:

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2.1.5 Table: municipal planning & development strategies

Spatial Variety	Nkandla realises that it is a Rural Municipality, and strives to be a well-managed Rural Municipality as depicted in the Vision.
Spatial Equity	Improve quality of life for all communities through infrastructure / basic services provision. Ensure throughout following years that 80% of population has access to Basic services.
Spatial Efficiency	Undertaking of continuous financial monitoring Aim to ensure that income is 50% revenue based. Attract Investment by allocating 50% of annual budget to capital projects. This will ensure infrastructure exist to support business development. Promote inter-governmental Relationships as key to holistic development in Nkandla Ensure Conformance to Development

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	Legislation and other laws, to promote and encourage organized settlement development. Promote Skills Development through capacity Building Undertaking of continuous financial monitoring Aim to ensure that income is 50% revenue based. Attract Investment by allocating 50% of annual budget to capital projects. This will ensure infrastructure exist to support business development. Promote inter-governmental Relationships as key to holistic development in Nkandla Ensure Conformance to Development Legislation and other laws, to promote and encourage organized settlement development. Promote Skills Development through capacity Building
Spatial Sustainability	Promotion of local business by capacitating local entrepreneurs that can have an impact on economic development and provision of a skills base in

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	Various localities within the municipality. Implementation of capital projects aimed at attracting investment, must factor in the proposed locality and access to external markets for export Purposes from localities of projects. Promote Self-sustenance by capacitating Nkandla Population – especially Vulnerable groups.

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2.1.6 Current spatial issues and key strategies

The core spatial challenges of the Spatial Development Framework would be to ensure spatial variety, equity, efficiency and sustainability. However current practices does not always promote these concepts and it is therefore vital to identify in which manner current trends does not impact on the achievement of these responsibilities and the eventual realization of the Vision. Nkandla Municipality aims to stick to these strategies for the development of the area in all aspects of spatial planning and development. This analysis will assist in identifying key spatial issues to be addressed as well as identifying potential strategies in this regard:

SPATIAL VARIETY		
ISSUES	**EFFECT**	**STRATEGIES**
►Nkandla aims to preserve the rural nature of the municipality as key Distinguishing factor. The current predominant rural character often perpetuates a monogamous Economic land scape.	► A dualistic and sometimes conflicting situation arise where the preservation of the rural nature could hamper economic development or vice versa. ►The lack of spatial diversity negatively effects living quality, economic opportunity as well as a justification for public Investment.	1. Enhance regional identity and unique character of place by the incorporation of rural standards in spatial planning. 2. Encourage mixed land use in interaction with each other at a scale and intensity that will contribute to economic develop is budgeted to make erected infrastructures operational and sustainable
SPATIAL EQUITY		
► Many communities in especially the south and west do not have easy access to service and economic	► It is expensive and time consuming for poor rural families to move to places of employment and social	1. Provision, upgrading and maintenance of key distribution routes and link roads to corridors.

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opportunities found in Nkandla and other nodes. ► Clear and uneven distribution of employment opportunities exist especially between Nkandla Town and most of the rural areas. ► Public facilities and services are being scattered across community areas rather that grouped together at access points, although this is emerging in some areas such as Qhudeni. ► While economic integration occur to some extent in the Nkandla Town Centre, for the most part economic barriers continue to prevail. (E.g. very limited economic investment in outer laying areas)	facilities. ► Limited employment opportunities result in high levels of commuter traffic, experienced in especially the Nkandla Town Centre. ► If community facilities are scattered in different locations then the thresholds (number of people needed) to promote local development activities and access to opportunities are decreased. ► High degrees of segregation between places of work and home and uneven access to social and economic activities within the total Nkandla area.	2. Promotion of economic activities in closer proximity to the rural unemployed. 3. Clustering of social and community facilities at more accessible points within rural service nodes. 4. Promotion of private sector investment in rural areas within diverse Economies. 5. Spatial focus of resources to areas of greatest need to redress inequalities in services standards and quality of life. 6. Equitable protection and support of rights to and in land. 7. Promote participatory and accountable spatial planning and land use management within all areas of Nkandla Municipality.

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SPATIAL EFFICIENCY		
ISSUES	**EFFECT**	**STRATEGIES**
► Historic and current rural land use patterns outside of Nkandla Town do not support principle of efficiency. ► Economic investment mainly in eastern segments of the municipality along the P50 route between Nkandla and Nquthu in the North and down past Lindela toward Eshowe. ► General lack of clear nodal clustering is contributing to inefficient spatial structure. ► Lack of structured spatial economic strategy and/or coordination to guide private investment.	The poor condition of certain vital distribution routes is costing the local rural communities in terms of time and money. ► Effective transport service is hampered by road conditions which impacts on accessibility of opportunities for the rural poor. ► The fluctuation subsistence agricultural production causes an increased pressure on urban economic opportunities within Nkandla and an evident poverty trap. ► The location if housing options mainly in rural areas means long and expensive journeys to work and social facilities. ► Economic investment occurs on an ad hoc basis and	Provision, upgrading and maintenance of key distribution routes. 2. Rural Infill planning and Settlement Restructuring is required to make the delivery of services more cost effective. 3. Stimulation of Nkandla Town and Rural Service nodes to promote sufficient market thresholds. 4. Phased Planning around bulk capacities to ensure more cost effective developments. 5. Promotion of economic opportunities in close proximity to residential functions (where sustainable). 6. Planning alignment with surrounding municipalities and sector strategies.

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	is scattered by sporadic Opportunities.	
SPATIAL SUSTAINABILITY		
ISSUES	**EFFECT**	**STRATEGIES**
► Insufficient maintenance of existing physical infrastructure. ► Conservation worthy and sensitive areas are being lost to other competing land uses in the majority of rural areas. ► Daily rural living activities are contributing to localized water pollution along river beds. ► Current lack of land management in rural settlements, the clearing of natural vegetation,	► The people in outlaying rural areas have low per capita income, which often means that full services are unaffordable and this leads to non-payment which is financially unsustainable for the municipality and the rural poor. ► Once disrepair reaches a critical point complete reconstruction is required at a greater cost. ► Pollution impacts on human health and living conditions and limits future agricultural and tourism development potential,	1. Protection and use of natural Hydrological systems. 2. Plan service standards in line with economic and environmental affordability. 3. Conservation and maintenance of infrastructure and resources are better than replacement. 4. Improved land management measures to control potential conflicts are required. 7. Protect productive land for agricultural purposes.

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2.1.7 Spatial and development principles

Spatial vision for KwaZulu-Natal can be summarized as follow: Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximizing opportunities toward greater spatial equity and Sustainability in development. Nkandla Local Municipality is committed to all development principles and requirements.

2.1.7.1 Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas. This should include distinction of areas that are sensitive for different land use. Areas must be cleared distinguished and marked using clear and colorful marks of differentiation on maps.

2.1.7.2 Economic Potential

This Principle aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation. The principles further promotes the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

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2.1.7.3 Sustainable Communities

The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities. Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists planning and investments should be directed at projects and Programmes to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.

2.1.7.4 Local Self-Sufficiency

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

2.1.7.5 Spatial Concentration

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sect oral investment ie roads, facilities, housing etc. This is envisaged to lead to greater co-ordination of both public and private investment and result in higher accessibility of goods and services to communities while ensuring more economic service delivery. This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centre in order for them to become regional gateways.

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2.1.7.6 Balanced Development

Balance Development simply means that the Provincial Government is will to close the development gap that was created before democracy. This principle promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

2.1.7.7 Accessibility

Development opportunities should be made available to all South Africans without any form of discrimination. The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localized needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

2.1.7.8 Co-ordinated Implementation

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of role-player mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed investment should be focused on planned key interventions localities.

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2.2 Government Development Strategies

Nkandla municipality is supposed to align its strategies to the plans that have developed by all spheres of government, these plan are stipulated to the municipalities in order for the municipalities to guide and give direction to the development directions for the development strategies. This may differ based on the capacity of each and every municipality base on its grading.

2.2.1 National planning commission

The National Planning Commission is an initiative of government, led by the Minister in The Presidency for National Planning; the NPC is responsible for developing a long term vision and strategic plan for South Africa. The Commission will also advise on cross-cutting issues that impact on South Africa's long term development. Nkandla municipality in alignment with the National Planning Commission is in the process of developing the Nkandla Long Term Strategic Plan in line with the vision 2030 of the NPC. The strategy will be incorporated in the next review of the Integrated Development Plan. The National Planning Commission is a new initiative of government. The objective of the National Planning Commission is contained in the Revised Green Paper released in February 2010. This was further elaborated by the President at the inaugural meeting of the NPC on 11 May 2010.

The mandate of the commission is to take a broad, cross-cutting, independent and critical view of South Africa, to help define the South Africa we seek to achieve in 20 years' time and to map out a path to achieve those objectives. The commission is expected to put forward solid research, sound evidence and clear recommendations for government. The commission will also work with broader society to draw on the best expertise, consult the relevant stakeholders and help to shape a consensus on what to do about the key challenges facing us. Government has often taken a sectoral and short-term view that has hampered development. Taking a long-term and independent view will add impetus, focus and coherence to our work. The establishment of the National Planning Commission is the promise to the people of South Africa that we are building a state that will grow the economy, reduce poverty and improve the quality of life of our citizens. The Commission is made up of 25 part-time Commissioners appointed by the President on the basis of their skills and expertise. The chairperson of the National Planning Commission is Minister Trevor Manuel.

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2.2.2 State of the nation address

On the 14th February 2013 the State president delivered the state of the nation address, the address was broadcast to all south Africans and abroad. The main aim this address is for president to outline the strategic direction that the nation will adopt in that particular year. All government departments and other stakeholders listen to the address with huge interest since the speech affects their operations; this also includes municipalities as well. The following are the major key points taken from the president's address.

- On the 15th of August last year, the National Planning Commission handed over the National Development Plan, the vision of the country for the next 20 years, to the President in this august house.
- The NDP contains proposals for tackling the problems of poverty, inequality and unemployment.
- The National Development Plan outlines interventions that can put the economy on a better footing. The target for job creation is set at 11 million by 2030 and the economy needs to grow threefold to create the desired jobs.
- Five Government Priorities Progress: education, health, the fight against crime, creating decent work as well as rural development and land reform.
- Government has spent about 860 billion rand on infrastructure. Various projects are being implemented around the country.
- Establishment of R800 million rand national green fund last year, over R 400 million rand investments in green economy projects has already been approved for municipalities, other organs of state, community organisations and the private sector across all provinces.
- Infrastructure Development Bill for public comment.
- In 2014 we will create the National Health Insurance Fund. The Department of Health will accelerate and intensify progress in the pilot districts.
- Rapid urbanization that is taking place. The Census Statistics reveal that 63% of the population is living in urban areas. This is likely to increase to over 70% by 2030.
- Apartheid spatial patterns still persist in towns and cities. Municipalities alone cannot deal with the challenges. We need a national approach.

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- National Development Plan, spheres of government need to manage the new wave of urbanization in ways that also contribute to rural development.
- The above bullets aims to summary detailed state of the nation address a lot was said by the President and stakeholders need to come on board in order to implement the president's intentions. Government is focusing in five priorities namely education, health, and crime, decent and rural development. The investment made by government in infrastructure development and green economy projects set the pattern that stakeholders need to follow in their plans especially on budgets. The passing of Infrastructure Development Bill is something that municipalities have to follow since they are in the centre of service delivery especially on Municipal Infrastructure Grants. Rapid urbanization that is taking place has affected the province of KwaZulu Natal negatively since it is believed that majority of people are living this province due to various reasons. The commitment from the office of the president in assisting municipalities in dealing with apartheid spatial patterns is noted. This shows the commitment the state is setting I dealing with various means of development and service delivery right across the country.

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2.3 KwaZulu Natal Spatial Economic Development Strategy

The KwaZulu-Natal Spatial Economic Development Strategy (PSEDS) was formulated in 2007 as a spatial economic assessment of the areas of need and potential within the province. The PSEDS is intended as a guide to service delivery within the cluster to achieve the goals set in ASGI-SA to halve poverty & unemployment by 2014.

The PSEDP is built on the principles of the National Spatial Development Strategy (NSDP), namely:
Principle 1: Rapid economic growth that is sustained and inclusive as a prerequisite for the achievement of poverty alleviation
Principle 2: Fixed investment should be focused in localities of economic growth or economic potential
Principle 3: Where low economic potential exists investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities
Principle 4: Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main centres
Four key sectors have been identified as drivers of economic growth in the KWAZULU-NATAL, namely:

- The Agricultural sector (including agri-processing and land reform)
- The Industrial sector (Including Manufacturing)
- The Tourism sector
- The Service sector (including government services)

The logistics and transport sector (including rail) in the services sector are important sub-sectors underpinning growth in all four sectors. Sustainable and affordable water and energy provision is crucial to the economic growth & development of the province. A classification of potential for the entire province and as it relates to Nkandla Municipality is shown in the following discussion and maps.

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The PSEDS sets out to: Focus where government directs its investment and development initiatives; capitalize on complementarities and facilitate consistent and focused decision making; bring about strategic coordination, interaction and alignment;

The PSEDS recognises that: Social & economic development is never uniformly distributed; apartheid created an unnatural distortion of development and this distortion must be addressed. The PSEDS has been developed in order to achieve the objectives of ASGISA within the framework of the NSDP and the PGDS and aims to achieve the following:

- Promotion of gender equality & empowerment of women.
- Eradication of extreme poverty and hunger.
- Reduction in child mortality.
- Improvement of maternal health;
- Combating HIV-AIDS, malaria and other diseases.
- Ensuring environmental sustainability.
- Developing a global partnership for development.
- Sustainable governance and service delivery.
- Sustainable economic development and job creation.
- Integrating investment in community infrastructure.
- Developing human capability.
- Developing comprehensive response to HIV-AIDS.
- Fighting poverty & protecting vulnerable groups in society.

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2.4 Socio- Economic Alignment

Nkandla Municipality Social Services Budget

Social Services	2013/2014 (R)	2014/2015 (R)	2015/2016 (R)
Local Economic Development	3 000 000	3 162 000	3 332 748
Youth Development	650 000	685 100	722 095
Women Empowerment	280 000	295 120	311 056
Integrated Early Childhood Development	250 000	263 500	277 729
Sports and Recreation	750 000	790 500	833 187
Library and Information Services	425 000	447 950	472 139
HIV/ AIDS	300 000	316 200	333 275
Community Safety	550 000	579 700	611 004
Disability	400 000	421 600	444 366
Senior Citizens	100 000	105 400	11 092
Public Participation	800 000	843 200	888 733
Public Facilities	600 000	632 400	632 400

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2.5 Alignment of development priorities with government development strategies

PGDS Strategic Goal	Uthungulu Strategic Priority	Nkandla Strategic Objective	Nkandla Budget (R)
Job Creation	Job Creation • Industrial Development • Agricultural Development	To promote local economic development through integrated human settlements and sustainable environmental management	3 000 000 for Local Economic Development
Strategic Infrastructure	Infrastructure Development	To improve the quality life through social infrastructures development.	600 000 Maintenance of Public Facilities
Human & Community Development	Rural Development	To create a conducive environment for socio-economic growth through quality infrastructure and services	1 500 000 Sports & Recreation
Response to Climate Change	Environment Planning	To promote local economic development through integrated human settlements and sustainable environmental	550 000 for community safety

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		management	
Governance & Policy	Promote Community Participation	To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	800 000 Public Participation (Check the budget on financial viability & management)
Spatial Equity	Physical planning & development)	To enhance service delivery through capital development	Shared Service agreement & the district support

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2.6 Municipal Turnaround Strategy

Municipalities are obliged to incorporate the turnaround Strategy in the Integrated Development Plans. Nkandla Municipality is committed to the strategy objectives and has complied with the MTAS in the recent strategic plans. The MTAS will form part of the Service Delivery and Budget Implementation Plan in the Performance unit. The progress to the MTAS is presented below:

MTAS objectives	Municipal intervention	Progress
1. **Basic Service Delivery**	The municipality is providing the basic service delivery to its citizen i.e. refuse removal, cbd road maintenance etc	Town Cleaning, CBD road maintenance, and refuse removal is the basic function of LM's. These activities have been outsourced by the municipality and service providers have been appointed respectively.
2. **Public Participation**	Public Participation Strategy to be adopted by the council soon, public participation programs have been undertaken by the municipality in almost all regulated engagements.	Effective Public Participation Programme is in place. Ward Committees are all in good standing and participation by Traditional Leadership in development matters is sound.
3. **Reduction of Vacancy Rate**	All critical posts have been filled except for the recent resignation of the Municipal Manager.	All critical post are filled
4. **Clean Audit**	The state of financial books have been steadily improving in the last two financial years the municipality has been receiving unqualified audit opinions with matters of emphasis , this shows that the municipality is committed to the target of clean audit by the strategy.	In the past two audits the municipality has received unqualified audit opinions with matters of emphases. Action plan has been developed to address matters raised by AG.

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5. Local Economic Development	LED strategy is in place subject to be reviewed more than three LED projects have been erected in the last financial years. LED programs have always been budgeted for by the municipality	LED budget has been injected with R 3000 000. The review is included in this budget
6. Community Health (HIV/AIDS, TB etc	In partnership with DOH the municipality is involved in almost all relevant outreach health programs, TB Month awareness, healthy life style, worlds aids day commemoration etc	HIV /AIDS is allocated 300 000 to partner with DOH in the awareness, campaigns etc
7. Education & Training	This financial year 15 students have been registered by the municipality in different tertiary institutions; more than 5 students have been registered by municipal business partners. More than 40% officials and politicians are workshoped and trained by the municipality. Staff bursary is in place for employees	Continuous Support of Youth Development, Sustainable Capacity building programmes are in place for both officials and politicians.
8. Vulnerable Groups	Youth, People living with disability, women, senior citizen and Early Childhood Development is the municipality is taking care of them on annual basis based on budget allocation	Gender Empowerment, Senior Citizens and Youth are included in the budget 2013-2014
9. Revenue & Debtors Management	Revenue Enhancement Strategy to be developed soon after the appointment of the CFO. The financial system especially on Billing is up and running.	Compliance with Revenue Policies has been strengthened by the appointment of the full time CFO, Prepaid Meters roll out and accurate billing is initiated.

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SECTION C
SITUATINAL ANALYSIS

3.1.1 Demographics information

The province of KwaZulu- Natal population numbers had declined as per STATS SA findings and Nkandla has experience the same population reduction suffered by the province. After the census of 2011 performed by the Statistics South African, results regarding Nkandla Local Municipality presented on the upcoming diagrams are as follows:

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3.1.2 Nkandla Population

Demographics				
Statistics South Africa				
Descriptive				
Table 1				
for Person weighted, KZN286: Nkandla				
Population figure	114416			
Created on 23 May 2013				
Statistics South Africa: Web page: www.statssa.gov.za				
Support: info@statssa.gov.za				
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3.1.3 Population Gender

Statistics South Africa						
Descriptive						
Table 1						
Gender						
for Person weighted, KZN286: Nkandla						

	Male	Female	Total
By gender	50647	63770	114416

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Statistics South Africa						
Family						
Table 1						
Age groups in 5 years						
for Person weighted, KZN286: Nkandla						

3.1.4 Racial Groups

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Statistics South Africa	
Descriptive	
Table 1	
Population group	
for Person weighted, KZN286: Nkandla	
Black African	113923
Coloured	114
Indian or Asian	103
White	167
Other	108
Total	114416
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3.1.5 Marital Status

Statistics South Africa	
Family	
Table 1	
Marital status	
for Person weighted, KZN286: Nkandla	
Married	18091
Living together like married partners	4762
Never married	87737
Widower/ Widow	3281
Separated	479
Divorced	65
Total	114416
Created on 23 May 2013	
Statistics South Africa: Web page: www.statssa.gov.za	
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3.1.6 Households

Statistics South Africa	
Household Services	
Table 1	
for Household weighted, KZN286: Nkandla	
Number of households	22463
Created on 23 May 2013	
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Support: info@statssa.gov.za	
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3.1.7 Educational Levels

Statistics South Africa	
Family	
Table 1	
Highest educational level (grouped)	
for Person weighted, KZN286: Nkandla	
No schooling	16287
Some primary	35091
Completed primary	5667
Some secondary	24791
Grade 12/Std 10	12925
Higher	2516
Created on 23 May 2013	
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3.2.1 Economic Situational Analysis

Economic Profile

Statistics South Africa
Household Services
Table 1
Annual household income
for Household weighted, KZN286: Nkandla

No income	2470
R 1 - R 4800	1292
R 4801 - R 9600	2430
R 9601 - R 19 600	5679
R 19 601 - R 38 200	6021
R 38 201 - R 76 400	2344
R 76 401 - R 153 800	1246
R 153 801 - R 307 600	601
R 307 601 - R 614 400	282
R 614 001 - R 1 228 800	38
R 1 228 801 - R 2 457 600	27
R 2 457 601 or more	30

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3.2.2 Labour Force

Statistics South Africa
Labour Force
Table 1
Individual monthly income
for Person weighted, KZN286: Nkandla

No income	44869
R 1 - R 400	37121
R 401 - R 800	4484
R 801 - R 1 600	14822
R 1 601 - R 3 200	2008
R 3 201 - R 6 400	1112
R 6 401 - R 12 800	1135
R 12 801 - R 25 600	600
R 25 601 - R 51 200	257
R 51 201 - R 102 400	30
R 102 401 - R 204 800	35
R 204 801 or more	35

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3.2.3 Households

Statistics South Africa	
Head of Household	
Table 1	
Geography	
for Household weighted	
52806002: Ward 1	1873
52806002: Ward 2	1185
52806003: Ward 3	1389
52806004: Ward 4	1283
52806005: Ward 5	2319
52806006: Ward 6	1555
52806007: Ward 7	1563
52806008: Ward 8	1396
52806009: Ward 9	1595
52806010: Ward 10	1691
52806011: Ward 11	1158
52806012: Ward 12	1888
52806013: Ward 13	2028
52806014: Ward 14	1539
Created on Saturday, February 09, 2013	
Statistics South Africa: Web page: www.statssa.gov.za	
Support: info@statssa.gov.za	
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3.3 **Good Governance and Democracy**

The council of Nkandla Municipality is composed of three political parties ANC, IFP and NFP, all political parties are actively involved in all matters of good governance and councilors are actively involved in different council portfolios. Below is the table of councilors and parties they represent as per the results of Local Government Election held on 18 May 2011 and Bi election held on the 05th December 2012.

3.3.1 Council Representation

NAME & SURNAME	WARD	Representation	Position
Mr. L. Ntombela	01	IFP	Council Member
Mr. S.B. Manyathi	02	IFP	Council Member
Mr. B.B Dlomo	03	IFP	Council Member
Mr.. T.F Nxumalo	04	IFP	Council Member
Ms P.R Dlamini	05	ANC	Council Member
Mr. AT. Ntuli	06	IFP	The Mayor
Mr. B.W Sibiya	07	ANC	Council Member
Mr. S.A Majola	08	IFP	Council Member
Mr. T.T Dlamini	09	IFP	Council Member
Mr. S.E Mhlongo	10	IFP	Council Member
Mrs. B.Z Mncadi-Mpanza	11	ANC	Council Member
Mr. C.M Mthalane	12	IFP	Council Member
Mr. V.S Lushozi	13	ANC	Council Member
Mr. S.M Bhengu	14	ANC	Council Member
Mr. T.O Ndlela	05	NFP	Deputy Mayor
Mr. S.O Sibiya	02	IFP	Council Member

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Mr. B.V Khanyile	11	IFP	Council Member
Ms B.N Buthelezi	10	IFP	Council Member
Ms M.B.E Ntombela	03	ANC	Council Member
Ms N.P.N Magubane	10	NFP	Council Member
Mrs. N.F.J Nzuza	06	IFP	The Speaker
Ms S. Buthelezi	11	NFP	Council Member
Ms J.B Ntuli	06	ANC	Council Member
Mr. B.B Ndima	09	ANC	Council Member
Mr. N.R Xulu	11	ANC	Council Member
Ms F.K Magubane	06	ANC	Council Member
Ms H.R Ntombela	05	IFP	Council Member

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3.3.2 Good Governance Situational Analysis

In terms of good governance the municipal is complying with regulated ways for good governance including efficient and effective oversight. The municipality has engaged in a number of trainings and workshops to make sure that the KPA of good governance is of a high importance. The training of different portfolios including MPAC is evident to the commitment of good governance and oversight. The strategic planning sessions for the municipality shows the committed the institution has with regard to good governance. The oversight and support role given by the KZN Department of Corporative Governance Traditional Affairs (KZN COGTA), Provincial Treasury, Auditor General's office is worth to be articulated in producing this IDP. All internal and external oversight committees are functional. In addition to that the council has adopted a communication strategy to guide the council on communication matters. The analysis is as follows:

Strength s	**Weaknesses**
❖ Municipal core policies are in place ❖ Effective Public Participation Programme ❖ Functional council committees ❖ Political Stability leads to efficient adoption of regulated documents	❖ Trainings on Proper Political oversight may lead to the function not being performed properly ❖ Weakness in systems documentation
Opportunities	**Threats**
❖ Facilitation of Adult Education with DOE ❖ Democratic Representation in council for all parties.	❖ High illiterate rate leads to poor understanding of basic municipal functions ❖ Low Levels of education may lead to riots.

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3.3.3 Council Portfolios

The portfolio committees are established in terms of section 33 of the Municipal Structures Act and are aligned with areas of functionality of each municipality as stated by the Act. The elementary reason for Portfolio committees to be established is to support the council to achieve its development strategy. The committees are formed in line with the municipal internal departments. Portfolio Committees are arranged to enable the council to be equipped to fulfil the requirements determined by the needs and priorities of the Municipality as a whole and to provide political oversight of the municipality's departmental administration. The following portfolios exist:

- Finance Portfolio
- Technical Portfolio
- Corporate Services
- Community Services
- Planning and Development
- MPAC
- Oversight Committee

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3.3.4 Communication Strategy

The objective of the communication strategy is to strengthen the communication channels between the municipality, the community and other stakeholders. The major focus area for the communication strategy is as follows.

- Outlining and enhancing communication channels.
- Transparency in the internal and external communication.
- On-going maintenance of Municipal website and accessibility.
- Promoting a more interactive local government.
- Cascading of information to the Public.
- Identifying relevant Medium of Communication to reach the target audience.
- Participation in IGR in order to promote Municipal overall development.

3.3.5 Communication Task Team

The Communication Task Team will be established to communicate issues which involve strategic activities of the municipality and planning in order to maximize Public Participation. The Communication Task Team shall be a Communication tool that links the Public and the Municipality as a whole. The duties of the Communication Task Team will be unfolded on regular meetings that will be held for easy understanding. The Communication Task Team shall be constituted by four Administration Staff and members of the community. The primary focus of the strategy is to ensure efficiency and effectiveness of the Municipal communication tools.

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3.3.6 Intergovernmental Relations Act

Intergovernmental Relations Act No. 13 of 2005 stipulates the importance of communication between the Municipalities and other spheres of Government (Provincial and National). This enhances the service delivery to the Public because there is one common goal to ensure provision of services to the Public. Communication amongst the different spheres of Government in South Africa must be understood against the backdrop of our Intergovernmental system. South Africa has three spheres of Government- National, Provincial and Local-which are distinctive, interdependent and interrelated.

Progressive intergovernmental system had to be balanced with other prescripts that had to ensure consistency of policies and governing styles- and that the South African state was pulling in the same direction. The notion of cooperative government was born within this context. Organs of state shall comply with good governance norms. As a result the Constitution grants National and Provincial government oversight over local government. Provincial Government in particular is charged with capacitating, monitoring and in cases of serious maladministration, intervening in local government.

3.3.7 Communication with the District Municipality

Through the recognized structures the Nkandla Municipality shall from time to time liaise with the UThungulu District Municipality. UThungulu District Municipality is Nkandla Municipality's district Municipality certain issues on development must be communicated to the District. UThungulu District shall give support to the Nkandla Municipality. Nkandla Municipality shall form Local Communicator's Forum (LCF) that will communicate with the District Communicator's Forum (DCF).

The DCF shall communicate with Provincial Communicator's Forum that report and communicate information to the Government Communication and Information Systems (GCIS). The GCIS should coordinate the DCF with assistance from Department, South African Local Government Association and Government Communication and Information Systems. The DCF should be attended by the Head of Communication within Local Municipalities. The DCF should be used for information sharing and ironing out communication problems at a district level.

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3.3.8 Communication with National and Provincial Government

Nkandla Municipality is obliged to communicate with National and Provincial Government about the core development policies and plans. The most important of these are the:

- Integrated Development Plan (IDP)
- The Budget
- Annual Financial Statements
- Performance Management System

The Nkandla Municipality is supposed to establish a process of regular reporting to appropriate organs of state. The Nkandla Municipality shall prepare an annual report for each financial year, which consists of:

- A performance report
- Financial statements in line with the Public Finance Management Act No1 of 1998
- An annual Audit on the financial statements and the Auditor-General's report.

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3.4 Process Plan

The Integrated Development Plan is a process through which municipalities prepare strategies and mechanisms on development aspects for that particular municipal boundary for a certain term. In that period municipalities are expected to review these strategies on annual basis. The process plan aims to review these strategies and introduce new strategies that the council prioritized for the current term and beyond, within the process plan there should be plans that the municipality is outlining in answering the question of how the IDP is going to be reviewed in that particular year. Below is an abridged schedule on how Nkandla Municipality prepares its IDP.

Key Scheduled Dates

DATE	IDP/BUDGET/ PMS	RESPONSIBLE UNIT
Quarter 1		
July	Closing Of Financial Accounts	Finance
July	Submission Of IDP's To Cogta	Office Of The MM
July	Submission Of Sec 71 Report	Finance
July	Submission Of Process Plans	Office Of The MM
July	Distribution Of Approved Sdbip & Idp	Office Of The MM
Aug	Publication Of Service Delivery & Budget	Office Of The MM

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	Implemantation Plan	
Aug	Submission Of Sec 71 Report	Finance
Aug	Publication Of Annual Performance Agreements	Office Of The MM
Aug	Placement Of Performance Agrements On Municipal Websites	Finance
Aug	Table In Council Budget & Idp Time Schedules	Finance &Office Of The MM
Aug	Advertisement Of Budget & Idp Time Schedules	Finance
Aug	Submission Of Afs & Ar	Finance & Office Of The MM
Sept	Submission Of Sec 71 Report	Finance
Sept	Monthly Reports & Contracts Awarded	Finance
Sept	District Stakeholders Alignemnt	Office Of The MM
Sept	Implementation Of Idp / Budget Key Dates For Next Three Years	Finance & Office Of The MM
Sept	Ward Committee Consultation Starts	Office Of The MM

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Quarter 2		
Oct	Section 71 Reports	Finance
Oct	Ward Committee Consultation In Progress	Office Of The MM
Oct	Submit Monthly Reports On Salaries To Council	Finance
Oct	Review Implementation Of Budget, Service Delivery & Service Delivery Plan	Finance
Oct	Submit Report To Council & Make Public Any Amendment To The Sdbip	Office Of The MM
Nov	Monthly Reports	Office Of The MM
Nov	Salaries & Wages Report To Council	Finance
Nov	Contracts Awarded Report To Council	Finance
Nov	1st Idp Stakeholders Forum	Office Of The MM
Nov	Final Month For Ward Committes Consultation	Office Of The MM
Dec	Monthly Reports	Finance
Dec	Cogta's Idp's Indaba	Office Of The MM
Dec	Salaries Expenditure To Council	Finance

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Dec	Audit Report, Action Plan	Finance
Quarter 3		
Jan	Quarterly Reports	Office Of The MM
Jan	Report On Salaries To Council	Finance
Jan	Budget Review	Manco
Jan	Table In Council Impact Of Adjustments In Budget To Council	Finance
Jan	Submit Adjusted Budget To Province	Finance
Jan	Finalize Annual Performance Report	Office Of The MM
Jan	Table In Council Annual Report	Finance
Jan	Finalise Budget Policies & Tariffs Policies	Finance
Jan	Report To Council Auditors Report	Office Of The MM
Feb	Monthly Report	Finance
Feb	Received Proposed Budget From The Directors	Finance
Feb	Cogta's Idp's Requirement	Office Of The MM

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	Meeting	
Feb	Incorporation Of National/ Provincial Funding To The Budget	Finance
Feb	2nd Idp Stakeholders Meeting	Office Of The MM
Feb	Finalise The Audit Action Plan	Finance
Mar	Notification Of Transfers	Finance
Mar	Monthly Reports	Finance
Mar	Tariffs Hike Indicators From Stakeholders	Finance
Mar	Final Inputs Of The Draft Budget From The Hod's	Finance
March	Tabling Of Drafts In Council Budget And Idp	Finance
Mar	Submition Of Idp To Cogta Etc	Office Of The MM
Quarter 4		
Apr	Monthly Reports	Finance
Apr	Advert For Comments On Drafts IDP's & Budget	Finance
Apr	Consolidate Comments On The Idp	Office Of The MM
Apr	Development Of Events	Finance & Office Of The

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	Proposals Youth, Idp, Budget.	MM
May	Monthly Reports	Office Of The MM
May	Final Adoption Of The Budget & Idp	Office Of The MM
June	Monthly Reports	Finance
June	Submission Of The Budget& Idp To Relevent Stakeholders	Office Of The MM & Finance
June	Staging Of Events For Public Awareness On Idp, Budget And Youth	Finance & Office Of The Mm

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3.4.1 Public Participation Plan

The municipality embarked on a public participation plan that amongst other things included the ward visits in line with the communication strategy eluded on previous pages. This included the involvement of officials, councilors and traditional leadership. All wards were visited with firstly with an intention of involving community members in the Integrated Development Plan review and secondly with the aim of establishing youth structures in Nkandla. Below are the dates and venues as per initial plan.

DATE	WARD	VENUE
07 FEBRUARY 2013	1	KWADLADLA
05 FEBRUARY 2013	2	MACHUNWINI TBA
10 MARCH 2013	3	NONGAMLANA
07 FEBRUARY 2013	4	EKUKHANYENI
24 FEBRUARY 2013	5	TOWN
24 FEBRUARY 2013	6	EMATHIYA
13 MARCH 2013	7	EZITININI
31 JANUARY 2013	8	MZIMHLOPHE
30 JANUARY 2013	9	NTINGWE
16 FEBRUARY 2013	10	MBHELE TBA
20 FEBRUARY 2013	11	OPHINDWENI HALL
30 JANUARY 2013	12	MFONGOSI TBA
15FEBRUARY 2013	13	TULWANE COMMUNITY HALL
29 JANUARY 2013	14	THUSONG CENTRE

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3.4.2 Outcomes of Public Participation

After embarking on intensive public participation the following list of needs were the outcomes of the community involvement in the preparation of this document. These were collated in almost all wards visited by municipality's contingent. The list is based on the prioritization model per each ward:

	AREAS	NKANDLA INTEGRATED DEVELOPMENT PLAN WARD NEEDS 2013-2014
WARD 01	GOLOZELENI	❖ HOUSES ❖ CAUSEWAY MAGODA ❖ ACCESS ROADS ❖ PEDISTRIAN CROSSING LOWER MAGODA ❖ FENCING OF MIELIEFIELDS & GRAZING LAND ❖ AGRICULTURAL: COMMUNITY GARDEN ❖ SOCCER FIELD ❖ HALL ❖ ELETRICITY INFILLS
	MANZIMYAMA/ SIBUSISILE	❖ HOUSES ❖ ACCESS ROADS ❖ FENCING OF MIELIEFIELDS & GRAZING LAND ❖ COMMUNITY HALL
	NKUNGUMATHE	❖ HOUSES ❖ ACCESS ROADS

		❖ COMMUNITY HALL ❖ SKILLS DEVELOPMENT CENTRE / FET ❖ SATELITE POLICE STATION
	GADA & NOMAHAYE	❖ HOUSES ❖ INKOSI SIBISI ROAD- QUARRY ❖ ESIKHALENI – MPUNZINI ACCESS ROAD ❖ FENCING OF MEALIEFIELDS & GRAZING LAND ❖ ELETRICITY INFILLS
	MATSHENSIKAZI	❖ HOUSES ❖ ACCESS ROADS ❖ FENCING OF MIELIEFIELDS & GRAZING LAND ❖ ELETRICITY INFILLS ❖ COMMUNITY SERVICE CENTRE
	MVUMANGOMA	❖ HOUSES ❖ UPGRADE OF CHWEZI STADIUM ❖ ACCESS ROADS ❖ POLICE STATION ❖ CHRECHES ❖ FENCING OF MIELIEFIELDS & GRAZING LAND ❖ RECREATION PARK ❖ COMMUNITY SERVICE CENTRE AT KWACHWEZI ❖ LIGHTNING CONDUCTORS ❖ ELECTRICITYINFILLS

	MBIZWE SCHOOL	❖ HOUSES ❖ ACCESS ROADS ❖ ELECTRICITY INFILLS ❖ WATER SUPPLY
	ETHALA	❖ HOUSES ❖ ACCESS ROADS ❖ CLINIC ❖ WATER SUPPLY ❖ FENCING OF FIELDS ❖ SANITATION
	EZIBHEMBENI	❖ HOUSES ❖ WATER SUPPLY ❖ ACCESS ROADS ❖ FENCING OF MIELIE FIELDS & GRAZING LAND ❖ PEDISTRIAN CROSSING AT NQAMBOSHIYANE ❖ ELECTRICITY INFILLS
	EGOSWENI	❖ HOUSES ❖ GOSWENI - ESIKHALENI ACCESS ❖ GOSWENI- INDATSHE PRIMARY CAUSEWAY ❖ WATER SUPPLY KWAMDLADLA, HADEBE,ZUNGU, & GOSWENI AREAS ❖ FENCING OF GRAZING LAND / MEILIE FIELDS ❖ COMMUNITY SERVICE CENTRE ❖ SOCCERFIELDS ❖ ELECTRICITY INFILLS

	PHAMBANA	❖ HOUSES ❖ WATER SUPPLY AT OHLELO ❖ ACCESS ROADS ❖ ELETRICITY INFILLS ❖ FENCING OF MILIEFIELDS & GRAZING LAND
WARD 02	**NTASHANA**	❖ FENCING OF GRAZING ❖ ACCESS ROADS ❖ SPORTFIELDS ❖ COMMUNITY SERVICE CENTRE ❖ PENSION PAYPOINT
	MPOTHOLO	❖ FENCING OF PLOUGHING FIELDS ❖ COMMUNITY GARDENS ❖ UPGRADE OF WATER SCHEME ❖ CO-OPERATIVES ❖ ESTABLISHMENT OLD AGE COMMUNITY FORUM
	MASOKA	❖ FENCING OF GRAZING LAND ❖ ACCESS ROADS ❖ WATER SUPPLY ❖ COMMUNITY GARDEN ❖ CRECHE
	NGOBEYINI	❖ FENCING OF GRAZING LAND ❖ WATER SUPPLY ❖ ACCESS ROADS ❖ PENSION PAYPOINT ❖ COMMUNITY SERVICE CENTRE

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	MONA & EKUPHIWENI	❖ FENCING OF GRAZING LAND ❖ LIBRARY ❖ ACCESS ROADS ❖ YOUTH DEVELOPMENT
	MADAKWADUNUSE	❖ FENCING OF GRAZING LAND ❖ YOUTH AGRICULTURAL DEVELOPMENT PROGRAMMES ❖ SPORTSFIELD ❖ COMMUNITY SERVICE CENTRE ❖ WATER SUPPLY
	MAGIDINI	❖ FENCING OF GRAZING LAND ❖ COMMUNITY GARDENS ❖ COMMUNITY SERVICE CENTRE ❖ SPORTSFIELD ❖ OLD AGE COMMUNITY FORUM
	BHACANE	❖ BHACANE TO THALENI ACCESS ROAD ❖ FENCING OF PLOUGHING FIELDS ❖ BHACANE CSC PHASE 2 ❖ SPORTSFIELDS ❖ WATER SUPPLY
	EZINDUMENI	❖ FENCING OF GRAZING LAND ❖ NETWORK COVERAGE ❖ WATER SUPPLY ❖ ACCESS ROAD ❖ COMMUNITY SERVICE CENTRE

WARD 03	**MALUNGA / NGAPHATHI**	❖ ROAD FROM MALUNGA TO MBILATHUZE ❖ FENCING OF PLOUGHING FIELD & GRAZING LAND ❖ SKILLS TRAINING CENTER ❖ CRECHE ❖ TAX /BUS STOP SHELTER ❖ ELETRIFICATION ❖ MAIZE MILLING MACHINES ❖ SPORT COMPLEX/MULTIPURPOSE SPORTFIELD ❖ TAR ON P 707 & P 707 ❖ TRACTOR FOR CULTIVATION & PLOUGHING ❖ ADDITIONAL SPRING IN DLOMO WATER SUPPLY ❖ HOUSING ND SANITATION PROJECT ❖ ORCHARD
	NONGAMLANA	❖ ELECTRICITY INFILLSS ❖ FENCING OF GRAZINGLAND & PLOUGHING FIELD ❖ ACCESS ROAD ❖ HOUSING ❖ FENCING OF GARDEN ❖ TAR ON P 708 ❖ CAUSEWAY NDIMA ❖ CAUSEWAY TO NSUZE RIVER
	SIDASHI	❖ 2KM ROAD FROM P707 TO NDIKWE ❖ FENCING OF PLOUGHING FIELD & GRAZING LAND ❖ LECTRIFICATION ❖ CRECHE

		❖ ACCESS ROAD TO DIMANE ❖ SPORT FIELD ❖ TAR P707 ❖ IRRIGATION SCHEME IN VEGETABLE GARDEN
	DLOYIYANA	❖ COMMUNITY GARDEN ❖ TAP WATER SUPPLY PER HOUSEHOLD ❖ ELECTRIFICATION ❖ ACCESS ROAD ❖ FENCING OF MADLOZI GRAZING LAND ❖ PRIMARY SCHOOL AT MASEKWANA ❖ HOUSING AND SANITATION PROJECTS
	VIMBIMBOBO	❖ REGRAVELLING OF NDLANGEZA ROAD ❖ ROAD FROM THALENI TO KWALUFUTHA ❖ BULK WATER SUPPLY FROM NSUZE RIVER ❖ ELCTRIFICATION ❖ ROAD FROM CHWEZI TO OHLALA SCHOO ❖ CAUSE WAY REHABILITATION ❖ FENCING OF PLOUGHING FIELD & GRAZING ❖ SPORT FIELD
	SIDUMUKA	❖ ROAD FROM WOZAWOZA TO P 708 ❖ CAUSE WAY ❖ WATER ❖ HOUSING ❖ ELECTRICITY INFILLS ❖ FENCING OF PLOUGHING FIELD

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		❖ CRECH ❖ ROAD FROM SIDUMUKA TO VIMBIMBOBO ❖ SPORTFIELD
	WOZA WOZA	❖ ROAD FROM P50 TO WOZAWOZA ❖ ROAD FROM P50 TO KWATSHELWANE ❖ ELECTRICITY INFILLS ❖ FENCING GARDEN ❖ FENCING OF PLOUGHING FIELD AND GRAZINGLAND ❖ HOUSING &SANITATION ❖ SPORTFIELD ❖ POT HOLES ON P50
	THALENI	❖ ELECTRIFICATION INFILLS ❖ ROAD FROM NKETHABAWELI TO MANGAZWAYO ❖ CRECHE MAWENI,SIDADENI/THALANENIAND ROMA ❖ NKETHABAWELI WATER SUPPLY ❖ THALANENI CAPACITY UPGRADING ❖ CLINIC AT SIDADENI ❖ FENCING OF PLOUGHING FIELD & GRAZING LAND ❖ HOUSING SANITATION PROJECT ❖ SPORTFIELD

WARD 04	**THALANENI**	❖ ACCESS ROAD ❖ FENCING OF COMMUNITY GARDENS ❖ HOUSING AND SANITATION ❖ INFILLS ❖ SMALL BRIDGE
	ESIXHOKOLO	❖ COMMUNITY SERVICE CENTRE (Next to Mtshali supermarket) ❖ ELETRICITY ❖ WATER ❖ FENCING OF GARDENS ❖ ACCESS ROADS ❖ CO-OPERATIVES ❖ HOUSING AND SANITATION
	MTHANDANHLE	❖ COMMUNITY HALL ❖ ACCESS ROAD ❖ CRECHE ❖ PENSION PAYPOINTS ❖ HOUSING AND SANITATION ❖ CLINIC ❖ INFILLS
	MPINGANA	❖ ACCESS ROARD ❖ ELECTRICITY ❖ CRECHE ❖ FENCING OF GARDEN ❖ HOUSING AND SANITATION

	MANZAMNYAMA	❖ COMMUNITY HALL ❖ INFILLS ❖ WATER ❖ FENCING OF GARDEN ❖ HOUSING AND SANITATION
	KWANTSHIZA	❖ ELECTRICITY ❖ ACCESS ROARD ❖ WATER AND SANITATION ❖ HOUSING ❖ FENCING OF GARDEN
	NGWEGWENI	❖ ACCESS ROARD ❖ INFILLS ❖ WATER AND SANITATION ❖ HOUSING ❖ FENCING OF GRAZINGLAND
	EKUKHANYENI	❖ ACCESS ROAD ❖ INFILLS ❖ HOUSING AND SANITATION ❖ CO-OPERATIVES ❖ FENCING OF GRAZINGLAND
	THOKOZA	❖ ACCESS ROAD ❖ VEHICLE BRIDGE ❖ FENCING OF GARDEN ❖ CRECHE

	❖ **MBIZWE**	❖ CHRECHE ❖ PRIMARY SCHOOL ❖ ACCESS ROADS ❖ FENCING OF GARDENS ❖ HOUSING AND SANITATION
WARD 05	❖ **MADIYANE**	❖ UPPER MADIYANE PEDISTRIAN BRIDGE TO PHALANE PRIMARY SCHOOL
	❖ **MATSHENEZI MPISI**	❖ COMMUNITY SERVICE CENTRE ❖ MOBILE CLINIC ❖ ROAD SIGNS
	❖ **EMJAHWENI**	❖ STREET LIGHTS TO COMBAT CRIMINAL ACTIVITIES ❖ SPEED HUMPS FROM EMJAHWENI TO MHLATHUZE
	❖ **NQUNDU**	❖ NQUNDU TO CHOLWANECAUSEWAY
	❖ **SAKHILE**	❖ MAINTENACE OF BASIC MUNICIPAL FUNCTIONS
	❖ **SINQOBILE**	❖ MAINTENACE OF BASIC MUNICIPAL FUNCTIONS
	❖ **WHITE CITY**	❖ MAINTENACE OF BASIC MUNICIPAL FUNCTIONS
	❖ **WHOLE WARD**	❖ ELECTRICITY INFILLS ❖ ESTHINTINI ACCESS ROAD REGRAVELLING (2 KM) ❖ SIDE WALKS FROM NKANDLA TO MTHIYAQHWA HIGH SCHOOL ❖ WOMEN WONDER BAGS ❖ WATER ❖ SANITATION ❖ JOB OPPORTUNITIES ❖ BURSARIES

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		❖ PENSION PAY POINT ❖ TARED ROAD -BUTHELEZI ROAD ❖ NDLAMADODA REGRAVELLING ROAD ❖ FENCING OF GRAZING LAND ❖ COMMUNITY GARDERN FOR SENIOR CITIZENS ❖ CRECHE(BHOKWE) ❖ SOLLAR GUISERS ❖ FET ❖ SHOPPING MALL
WARD 06	**MANDABA**	❖ ELECTRICITY ❖ WATER SUPPLY ❖ NETWORK ❖ COMMUNITY SERVICE CENTRE
	NDWENI	❖ CHIBINI CAUSEWAY ❖ PRIMARY SCHOOL
	MABENGELA	❖ CLINIC ❖ EDIPHINI CAUSEWAY ❖ REHABILITATION OF EMATSHENEZIMPISI GAME RESERVE
	NTABEMNYAMA	❖ COMMUNITY HALL
	MAKHENDLE	❖ CLINIC ❖ COMMUNITY SERVICE CENTRE ❖ WATER SUPPLY
	MQUBENI	❖ COMMUNITY SERVICE CENTRE
	MATHIYA	❖ COMMUNITY SERVICE CENTRE

	NKUNZIKAYIHLELI	❖ COMMUNITY SERVICE CENTRE
	IZINGWELEVU	❖ SPORTSFIELD
	ECHIBINI	❖ PENSION PAYPOINTS ❖ CAUSEWAY
	MATHOLAMPUNGA	❖ PENSION PAYPOINTS ❖ COMMUNITY SERVICE CENTRE
	VUMANHLAMVU	❖ WATER SUPPLY ❖ ELETRICITY ❖ COMMUNITY SERVICE CENTRE
	ALL VILLAGES	❖ ELECTRICITY ❖ ACCESS ROADS REHABILITATION ❖ SPORTS GROUND /FIELDS/ COMPLEX/COMBO ❖ REHABILITATION OF EMATSHENEZIMPISI GAME RESERVE ❖ CRECHES ❖ LIGHTNING CONDUCTORS ❖ FENCING OF NATURAL WATER SOURCES ❖ HOUSING PROJECTS ❖ FENCING OF GRAZING LAND ❖ FENCING OF COMMUNITY GARDENS ❖ UMHLATHUZE BRIDGE ❖ MAKHANYEZI BRIDGE ❖ NETWORK ❖ PENSION PAY POINTS

WARD 07	**MAPHIHLI**	❖ ACCESS ROAD TO FANGELAKHE PRIMARY SCHOOL
	NYAWOSHANE	❖ UPGRADE OF WATER SCHEMES
	EZIDLOZI	❖ WATER SCHEME
	HLWEHLWE	❖ UPGRADE OF WATER SCHEMES ❖ POULTRY PROJECT ❖ SPORTFIELD
	NTSHAMAZI	❖ WATER ❖ CRECHE
	MAKHANYEZI	❖ UPGRADE OF MAKHANYEZI SCHOOL ❖ CSC ❖ UPGRADING OF ROAD ❖ BRIDGE
	NHLABABO	❖ REMOVAL OF ALIEN PLANT ❖ FENCING OF COMMUNITY GARDENS ❖ COMMUNITY SERVICE CENTRE ❖ CRECHE ❖ CLINIC ❖ ROAD FROM MANGIDINI TO MELMOTH ❖ HOUSING PROJECTS ❖ COMMUNITY HALL ❖ JOB CREATION ❖ SPORTS FIELDS
	EZINTININI	❖ SPORTSFIELD ❖ CRECHE ❖ COMMUNITY SERVICE CENTRE

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	WHOLE WARD	❖ ELECTRICITY ❖ HOUSING PROJECT ❖ PENSION PAYPOINT ❖ LIGHTNING CONDUCTORS ❖ WATER SUPPLY ❖ ACCESS ROADS ❖ FET ❖ LIBRARY ❖ SPORTS COMPLEX ❖ COOPERATIVES ❖ CARE GIVERS ❖ FENCING OF COMMUNITY GARDENS
WARD 08	**MZIMHLOPHE**	❖ CRECHE ❖ SPORTS GROUND ❖ QHUDENI TAXI RANK ❖ SANITATION
	QHUDENI	❖ DEVELOPMENT OF QHUDENI NODE
	NTSHIZA	❖ COMMUNITY SERVICE CENTRE ❖ SPORTS GROUND ❖ CRECHE ❖ NETWORK ❖ HIGH SCHOOL
	MADLOZI	❖ SPORTS GROUND ❖ COMMUNITY HALL ❖ CRECHE

		❖ TAXI RANK
	EMATHENGENI	❖ COMMUNITY HALL ❖ CRECHE ❖ SPORTSFIELD
	EKHOMBE	❖ COMMUNITY SERVICE DELIVERY ❖ TAXI RANK ❖ SANITATION ❖ ACCESS ROAD ❖ SPORTSFIELD ❖ COOPERATIVE ❖ AFTER CARE CENTRES ❖
	CORRIEDALE	❖ COMMUNITY HALL ❖ CHRECH ❖ SPORTSFIELDS
	MANDATHANE	❖ COMMUNITY SERVICE CENTRE ❖ HOUSING PROJECT ❖ SANITATION ❖ SPORTFIELDS ❖ ACCESS ROADS ❖ FENCING OF GRAZING LAND & COMMUNITY GARDENS
	EZIJIBENI	❖ COMMUNITY HALL ❖ CRECHE ❖ SPORTSFIELD

		❖ HIGH SCHOOL
	WHOLE WARD	❖ COMMUNITY HALL ❖ CRECHE ❖ SPORTS GROUND ❖ NETWORK ❖ ELECTRICITY ❖ ACCESS ROADS ❖ WATER SUPPLY ❖ COOPERATIVES ❖ FENCING OF GRAZING LAND & COMMUNITY GARDENS ❖ TRANSPORT SHELTERS
	DLOLWANA	❖ COMMUNITY HALL ❖ CRECHE ❖ SPORT GROUND ❖ CSC MAINTANANCE ❖ JABAVU COMMUNITY LED SHELTERS
	NTSINGABANTU	❖ CRECHE ❖ SPORT GROUND ❖ WATER SUPPLY & WATER TANKS ❖ CAUSEWAY ❖ SPORTSFIELDS UPGRADE ❖ FENCING OF CEMENTRY ❖ BUSARIES ❖ COMMUNITY SERVICE CENTRE

WARD 09	**NHLOSHANE**	❖ ELETRICITY ❖ ACCESS ROAD REHABILITATION ❖ WATER SUPPLY ❖ SPORTFIELD ❖ PENSION PAY POINT ❖ CRECHE ❖ CSC ❖ COMMUNITY GARDEN ❖ NERTWORK COVERAGE ❖ LIBRARY ❖ CASEWAY-NHLOSHANE
	EMAYEZE	❖ ELECRICITY INFILLS ❖ WATER SUPPLY ❖ EZINDLOVINI ACCESS ROAD AND CAUSEWAY ❖ NETWORK COVERAGE ❖ COMMUNITY GARDEN ❖ MATIKWE CAUSEWAYS ❖ MATIKWE AND MAYEZA ACCESS ROAD ❖ SIYAKHULA CRECHE
	SAMUNGU	❖ ACCESS ROAD REHABILITATION ❖ THEMBU CAUSEWAY ❖ ELECTRICITY ❖ WATER ❖ MOBILE CLINIC ❖ NETWORK COVERAGE FOR BOTH CELLPHONES &

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		TELEVISIONS ❖ SKILLS DEVELOPMENT CENTRE
	EZIHOSHENI	❖ ELECTRICITY INFILLS ❖ SIPHANDLE ACCESS ROAD ❖ COMMUNITY SERVICE CENTRE ❖ CRECHE ❖ LIBRARY ❖ ONE STOP SHOP ❖ ENGODINI CAUSE WAY ❖ NETWORK (CELLPHONES & TV'S) ❖ SKILLS DEVELOPMENT CENTER
	BANGAMANZI	❖ ELECTRICITY ❖ DIPPING TANK ❖ ACCESS ROADS & CAUSEWAY ❖ CRECHE ❖ COMMUNITY GARDEN ❖ WATER ❖ HIGH SCHOOL ❖ HOUSING PROJECT ❖ NETWORK
	NKOMEZIPHANSI	❖ ACCESS ROAD ❖ SCHOOL ❖ ELECTRICITY ❖ HOUSES ❖ CRECHE

		❖ WATER ❖ COMMUNITY SERVICE CENTRE ❖ COMMUNITY GARDENS ❖ PENSION PAY POINT
	SHOBALENYATHI	❖ NETWORK COVERAGE ❖ DIPPING TANK ❖ COMMUNITY SERVICE CENTRE ❖ DISASTER PROGRAMMS ❖ LIBRARY FACILITY ❖ MOBILE CLINIC ❖ PENSION PAY POINT ❖ WATER ❖ CAUSEWAYS ❖ BURSARIES
	NSAMLOMO	❖ INFILLS ELECTRICITY ❖ WATER EZILONDWENI ACCESS ROADS & CAUSEWAY ❖ KWAMBHABHA ACCESSS ROAD & CAUSEWAY ❖ CRECHE ❖ COMMUNITY SERVICE CENTRE ❖ COMMUNITY GAREDEN ❖ NETWORK
	DINA	❖ ACCESS ROAD KHOMFINI ❖ ELECTRICITY ❖ SPORT FIELD

		❖ COMMUNITY SERVICE CENTRE ❖ WATER ❖ CRECHE ❖ NETWORK SKILLS DEVELOPMENT ❖ GAME RESERVE ❖ TUGELA RIVER BRIDGE
	NKUNZEBOMVU	❖ KUNZEBOMVU ACCESS ROAD ❖ HOUSING ❖ FENCING OF GARDEN AND GARZING LAND ❖ SEWING PROJECT
	NGWAVU	❖ GWAVU ROAD ❖ FENCING OF GRAZING LAND ❖ SPORTSFIELD ❖ FENCING OF GARDEN ❖ DAYI ROAD ❖ NHLEKISENI ACCESS ROAD
WARD 10	**NKONISA**	❖ COMMUNITY SERVICE CENTRE ❖ WHEELCHAIR ❖ SANITATION FOR WHEELCHAIR ❖ SPORTS FIELD ❖ ELECTRIC ❖ DROPENCENTRE ❖ HOUSING ❖ LIBRARY ❖ JOB OPPORTUNITY

	MATHOLAMGELE	❖ VELEMU ACCESS ROARD ❖ HOUSING ❖ WATER SUUPLY ❖ ACCESS ROARD A 1594 ❖ CRECHE ❖ CLINIC ❖ ELECTRICITY ❖ SPORTFIELD ❖ WHEELCHAIRS ❖ GRIND MILL MAIZE
	EMAHLATHINI	❖ DIPPING TANK ❖ WATER ❖ MAGWEVU ACCESS ROARD ❖ ZAMANDE ACCESS ROARD ❖ FENCING OF COMMUNITY GARDEN ❖ SPORTFIELD
	MADLOZI	❖ GOXI ROAD ❖ MANZIMNYAMA CAUSEWAY ❖ MLOLAMBAZO ROAD ❖ CRECHE ❖ FENCING OF CEMENTRY ❖ TOILETS ❖ HOUSING
	QOTHU	❖ SANITATION ❖ CRECHE

		❖ FENCING OF COMMMUINITY GARDEN ❖ TRACTORS ❖ HOUSING ❖ WATER
	EZIMAMBENI	❖ KHOKHOBA ACCESS ROAD ❖ MAPHANTA CAUSEWAY ❖ CRECHE ❖ FENCING OF GARDEN ❖ CSC ❖ HOUSING ❖ SPORTFIELD ❖ ELECTRICITY INFILLS ❖ WATER ❖ WHEELCHAIRS ❖ CLINIC ❖ CAUSEWAYS
	THULANI	❖ HOUSING ❖ SPORTFIELD ❖ CSC ❖ FENCING OF CEMETRY ❖ WATER ❖ FENCING OF GARDEN ❖ JOB OPPORTUNITY

WARD 11	**MDLELANGA**	❖ WATER AT MASHUSHU ❖ COMMUNITY GARDENS ❖ FENCING OF GRAZING LAND ❖ CARE GIVERS ❖ CAUSEWAY ❖ TRACTORS ❖ CRECHE ❖ INFILLS ❖ **MDLELANGA PRIMARY:** ❖ UPGRADE OF MDLELANGA PRIMARY SCHOOL BY DOE ❖ SCHOOL GREENING PROJECT ❖ LANDSCAPING ❖ FOOD SERCURITY PROJECT
	OPHINDWENI	❖ FENCING OF COMMUNIITY GARDENS, TRACTORS ❖ ACCESS ROAD FROM GOBIQOLO TO NDINDINDI PRIMARY SCHOOL ❖ ACCESS ROAD AT KWAZIBAYENI ❖ PRIMARY SCHOOL AT THATHE ❖ HIGH SCHOOL AT OPHINDWENI ❖ CLINIC AT DLABE ❖ FENCING OF GRAZING LAND ❖ SANITATION ❖ COMMUNITY SOUP KITCHEN CENTRES

		❖ SPORTFIELD ❖ ELECTRICITY INFILLS ❖ REGRAVELLING OF OFENI ROAD
	MTSHWILI	❖ JOB OPPORTUNITIES ❖ HOUSING ❖ AGRICULTURAL ASSISTANCE IN ALL ASPECTS ❖ HOUSING ❖ CLINIC ❖ SKILLS DEVELOPMENT CENTRE ❖ CATTLE DIP ❖ BOREHOLES ❖ SANITATION ❖ SIYATHUTHUKA CRECHE ❖ LIGHTINING CONDUCTORS ❖ PENSION PAY POINT. ❖ CSC
	DLABE	❖ HIGH SCHOOL ❖ CLINIC ❖ MAINTANANCE OF WATER SUPPLY SCHEME
	MALENJE	❖ ACCESS ROAD ❖ BUSARIES
	WHOLE WARD	❖ HOUSING ❖ TRACTOR SUPPORT ❖ MAINTANCE OF ACCES ROADS ❖ WATER SUPPLY PROBEMS IN ALL AREAS OF WARD

		❖ SKILLS DEVELOPMENT CENTRE ❖ HOUSING ❖ FENCING OF GRAZING LAND ❖ ACESS ❖ SANITATION
WARD 12	**PHOLELA**	❖ CLINIC ❖ SATELITE POLICE STATION
	EZIGQOZENI	❖ SPORTSFIELD
	EZIMPISINI	❖ FENCING OF GRAVE YARDS ❖ TOILET ❖ ROAD TO PENSION PAY POINT AND GRAVE YARD ❖ 4. NETWORK
	WHOLE WARD	❖ ACESS ROADS ❖ NETWORK COVERAGE ❖ PENSION PAY POINTS ❖ CSC AT MAQADINI AND SKHWANE ❖ FENCING OF GARDENS ❖ SANITAION ❖ HIGH SCHOOL AT SKHWANE & MANYANE ❖ SKWANE AND MAQHUBANYANE CAUSE WAY
	MASOLOSOLO	❖ ELECTRICITY IN FILLS ❖ ACCESS ROADS

WARD 13	**EZILOZINI**	❖ FENCING OF COMMUNITY GARDENS (MANDAWE) ❖ BRIDGE ❖ NETWORK ❖ ACCESS ROAD ❖ COMMUNITY SERVICE CENTRE
	SANGOMENI	❖ COMMUNITY SERVICE CENTRE
	GOLOKODO	❖ WATER. ❖ BRIDGE
	TULWANE	❖ CLINIC ❖ COMMUNITY HALL RENOVATIONS/ NEW CSC ❖ POLICE STATION
	MWANE	❖ ACCESS ROADS
	MTHUNGWENI	❖ SPORTSFIELD
	ESIKHALENI	❖ ACCESS ROADS ❖ CHRECHE
	MTHETHANDABA	❖ ACCESS ROAD REHABILITATION
	EGOLOKODO	❖ WATER ❖ BRIDGE
	MPHALWINI	❖ CLINIC ❖ DIP TANK ❖ NETWORK
	WHOLE WARD	❖ ELECTRICITY INFILLS ❖ WATER SUPPLY / WATER TANKERS ❖ LIVESTOCK DAMS ❖ NETWORK PROBLEMS

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		❖ JOB OPPROTUNITIES ❖ COOPERATIVES ❖ DISABILITY PROGRAMMES ❖ PENSION PAYPOINTS ❖ MAIN ROAD REHABILITATION: LINDELA – DLOLWANE ❖ ACCESS ROADS
WARD 14	**NXAMALALA**	❖ ELECTRICITY INFILLS ❖ MAINTENANCE OF ACCESS ROAD ❖ WATER
	EMACHUBENI	❖ ELECTRICITY ❖ WATER
	IZIDLONZI	❖ SCHOOL ❖ CLINIC ❖ WATER ❖ CRECHE ❖ SPORTS FACILITIES ❖ CSC
	HALAMBO	❖ ELECTRICITY ❖ WATER
	NSUZE	❖ BRIDGE
	WHOLE WARD	❖ HOUSING PROJECT ❖ STREET LIGHTS ❖ WATER ❖ EMERGENCE ASSISTANCE

		❖ SPORTS FACILITIES ❖ UPGRADING OF PESIONERS PAY POINT ❖ CRECHE

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3.4.3 Municipal Strategic Objectives

- To enhance service delivery through capital development
- To improve Institutional efficiency through adequate systems and effective internal controls
- To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks
- To create a conducive environment for socio-economic growth through quality infrastructure and services
- To promote local economic development through integrated human settlements and sustainable environmental management
- To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.

3.4.4 Municipal Focal Areas for Budget and Integrated Development Plan

- Maintenance of municipal access road
- Strengthening of Local Economic Development
- Implementation of labour intensive projects
- Rehabilitation of electrical Infra- Structure
- Roll out of Pre- Paid Metres
- Servicing of sites for potential development and revenue
- Establishment of a park and management of open spaces
- The Review of HR Strategy
- staff accommodation
- landscaping of municipal buildings
- review of the licence agreement with Eskom
- implementation of valuation roll
- accommodation of department of works & agriculture

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3.4.5 Stakeholders Participation

A process plan was developed at the beginning of the year and it was submitted to COGTA, contained in the plan is a clear communication mechanism that is outlining the involvement of stakeholders in the development of this IDP- 2013-2014. IDP Forum was held on the 21th February 2013. On the 11th April 2013 advert was publicized on the Isolezwe Newspaper requesting citizens of Nkandla to comment on the draft document. Copies of the draft document were distributed to all traditional authorities. No written comments were received by the municipality. On the 09th May 2013 the municipality had a meeting with traditional leadership to present the draft IDP/Budget. Verbal comments were made and inputs were taken during the meeting. On the very same day, a meeting with Rate Payers was organised by the municipality the same process was followed of comments, submissions and inputs especially on the tariff increment and other functions of the municipality were thoroughly discussed and explanations' and answers were given to rate payers. On the 11th May 2013 IDP/ Budget Imbizo was held at KwaChwezi Stadium and presentation was made on both IDP and Budget. Comments were received and responses were given by the affected parties within the municipality.

3.4.5.1 Ward Committees

Ward Committees and other interested parties were involved in the preparation process of the final document. During wards visit scheduled presented in the previous page Ward Committees participated. On the 12th June 2013 at Nkandla Municipality WC's were in the cession of both Integrated Development Plan and Budget. The new process plan will feature more participation of WC in preparation of the next Integrated Development Plan and Budget 2014-2015 as per WC meeting recommendations.

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3.4.6 Provincial Comments and LM Interventions on Draft IDP/ Budget 2013-2014

On the 05th April 2013 the assessment on draft was made by COGTA and other service providers on district draft. Nkandla Municipality in response to the comments made. The action plan was developed to mitigate the concerns raised to Nkandla Municipality. Presented below is the summary of the comments and interventions developed by Nkandla Local Municipality extracted from the district comments.

A letter of response by the Honourable MEC of Cooperative Governance and Traditional Affairs dated 03 May 2013 signed on the 15 May 2013 was received by the municipality and compliments were received regarding the content of Nkandla Municipality's IDP Draft document. Recommendations were adhere to this final document as per MEC's advises. Provincial Task Team Comments and responses there to: presented in the table below:

COMMENTS	INTERNAL INTERVETION	EXTERNAL INTERVENTION
❖ Nkandla Local Municipality - KZNCOGTA is supporting Nkandla in preparing a wall-to-wall scheme.	Fast tracking the progress on the scheme. Wall to Wall Scheme to be incorporated to the IDP	Funding of Wall to Wall Scheme To involve Nkandla Municipality in all stages of the scheme More funding needed to develop a precinct plan
❖ Nkandla must include a specific vision in line with the IDP vision	Vision to be included in the final IDP Document for adoption	
❖ Nkandla Local Municipality - needs to prepare a SEA. ❖ Review of Land Use Management Scheme	Facilitation of the existence of Share Service on Environmental Issues which will lead to capacity to perform SEA	

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❖ Review Nkandla SDF "in-house" with Development Planning Shared Services (DPSS) assistance.	SDF will be presented to the Uthungulu development planning and evaluation committee on the 17 June 2013 for assistance	COGTA – Spatial Planning Directorate to monitor progress
❖ Nkandla Municipality do not have dedicated Environmental Management staff.	Facilitation of the existence of Share Service on Environmental Issues which will lead to capacity to perform SEA	DEA to provide plans for Nkandla.
❖ Nkandla to reflect its vacancy rate on the IDP, including the filling of all critical positions	All critical positions have been field, organogram with vacancy rate & percentage of salaries are included in the situational analysis unit	None
❖ Nkandla LM must provide evidence of an employment equity plan.	Equity plan is included in the relevant section in this document	None
❖ SWOT Analysis for all KPA's	SWOT analysis has been developed and is included in all KPA's	None
❖ Nkandla does not reflect improvements with regards to their LED strategy.	Budget for LED has been increased by the municipality to R 3000 0000 which includes LED review fees.	Department of Economic Development to assist and monitor the progress
❖ Economic profiling for Nkandla LM need to be work on to give a detailed economic analysis.	LED Strategy will be reviewed and will include updated economic profiling	None
❖ Nkandla LM did attach a 3 year municipal	Medium Term and Expenditure	None

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budget, however, the LM fail to give an analysis of the budget.	Framework format has been complied with in the adopted budget	
❖ The Nkandla LM budget fails to show alignment to the municipal strategies and objectives.	Strategic objectives alignment is included in the budged unit	Provincial Treasury, Cogta and Auditor General to monitor progress
❖ Nkandla IDP does not mention the indigent policy nor is it reflected in the IDP.	Indigent Policy was mentioned under Financial Policies in the unit of Financial Viability and Management	None
❖ The Nkandla IDP does not show maintenance on its (fixed assets) budget. ❖ Nkandla has mentioned the financial strategies but there is no analysis of the strategies in relation to the Municipality. ❖ The Nkandla IDP does not show budget undertaken by sector departments.	Maintenance of fixed assets is budgeted in the adopted budget under vote for Professional Fees Analysis on financial Strategies is being prepared.	None Sector Departments must attend IDP Forums and should send relevant officials who are accountable to IDP Forums

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3.5 Institutional Transformation and Organizational Building

3.5.1 Situational SWOT Analysis

Strength s	Weaknesses
❖ Workplace training ❖ Presents of related policies ❖ Development of strategic documents & clear implementation plan ❖ Compliance with regulations	❖ Lack of lucrative Human Resource strategy ❖ Limited budget on capacitation votes ❖ Lack of enforcement of municipal by Laws ❖ Lack of skills transfer by consultants and capacitated employees
Opportunities	**Threats**
❖ Provincial Support on relevant grants ❖ Employment of youth results in a sustainable human resource	❖ The rural nature of the municipality may result in the loose of well capacited and capable employees ❖ Should the grants be terminated the municipality may suffer on the grants supported systems

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3.5.2 Legislation Requirements

Nkandla municipality operates within the following legal frameworks which clearly distinguish the constitutional mandates of municipalities. Within the upcoming mentioned pieces of legislation functions and powers of municipalities are clearly described:

- Constitution of the Republic of South Africa of 1996
- White Paper on Local Government 1998
- Local Government : Municipal Structures Act of 1998
- Local Government : Municipal Systems Act 2000
- Local Government : Municipal Finance Management Act 2003
- Intergovernmental Relations Framework Act
- Local Government: Municipal Property Rates Act

3.5.3 Salaries Percentage and Vacancy Rate

The municipality has filled all its critical positions however the organogram shows the vacancy ratio of 41% this includes the budgeted positions and desired positions that are deemed not to be critical. The percentage on salaries on total budget is at 28%. Other positions are prioritized to be filled in the new financial year 2013-2014. For more information with regard to this information please refer to the institutional organogram and municipal budget 2013-2014.

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3.5.4 Draft Human Resources Strategy

The municipality plans to review to the Human Resources strategy as part of annual review. Below table serves as a base line of the Draft Human Resources Strategy. Implementation plan targets will be set to measure the strategy. Human Resources Action Plan:

Focal Areas	INTERVENTION
Staff Attraction & Retention Strategy	❖ Review Recruitment Policy, which will address the issues at hand, which are attraction of compatible candidates. ❖ Implementation of the policy that will allow for these activities, draw up an advert, which will attract the suitable candidates to apply for positions advertised. ❖ Link remuneration to the post level ❖ Implementation of Salary Scales ❖ Encashment of leave days as per collective agreement ❖ Provide Staff Accommodation.
Employee Wellness Programmes	❖ Develop policy on employee wellness programme, which will address physical, emotional and mental health of employees. This will ensure that employees are productive. ❖ Work Related Stress Management

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	❖ HIV/ AIDS action plan ❖ Absenteeism ❖ Substance abuse ❖ Sexual Harassment ❖ Bereavement Counselling ❖ Sport & Recreation ❖ Appointment of Service Provider for Employee Assistance Programme
High Staff Turnover	❖ Develop an intensive retention strategy. ❖ Link the retention strategy to incentives and to personal development plans which look at the individual employee benefits
Employees Demotivation	❖ This will be encapsulated in the retention strategy, which is to be developed. ❖ Link work performance to information technology, which brings about new methods executing duties. ❖ Team Building activities ❖ Support the availing of promotional opportunities to employees in the

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	lower levels with the potential to develop within the organisation. ❖ Draw up clear succession plans
Performance improvement	❖ Implementation of the approved performance management system which is broadly understood by section 56 Managers and section 57 ❖ Ensure roll out of performance management system to ALL Departmental Heads to ensure proper work management. ❖ Alignment performance management to incentives and to retention strategy.
Capacity Building	❖ Develop skills development plan ❖ Analyse available skills within the organisation ❖ Planed trainings to develop staff ❖ Prioritise the training areas ❖ Capacitate the employees on internally through Supervision.

3.5.5 Nkandla Municipality's Organogram is shown in next page(s):

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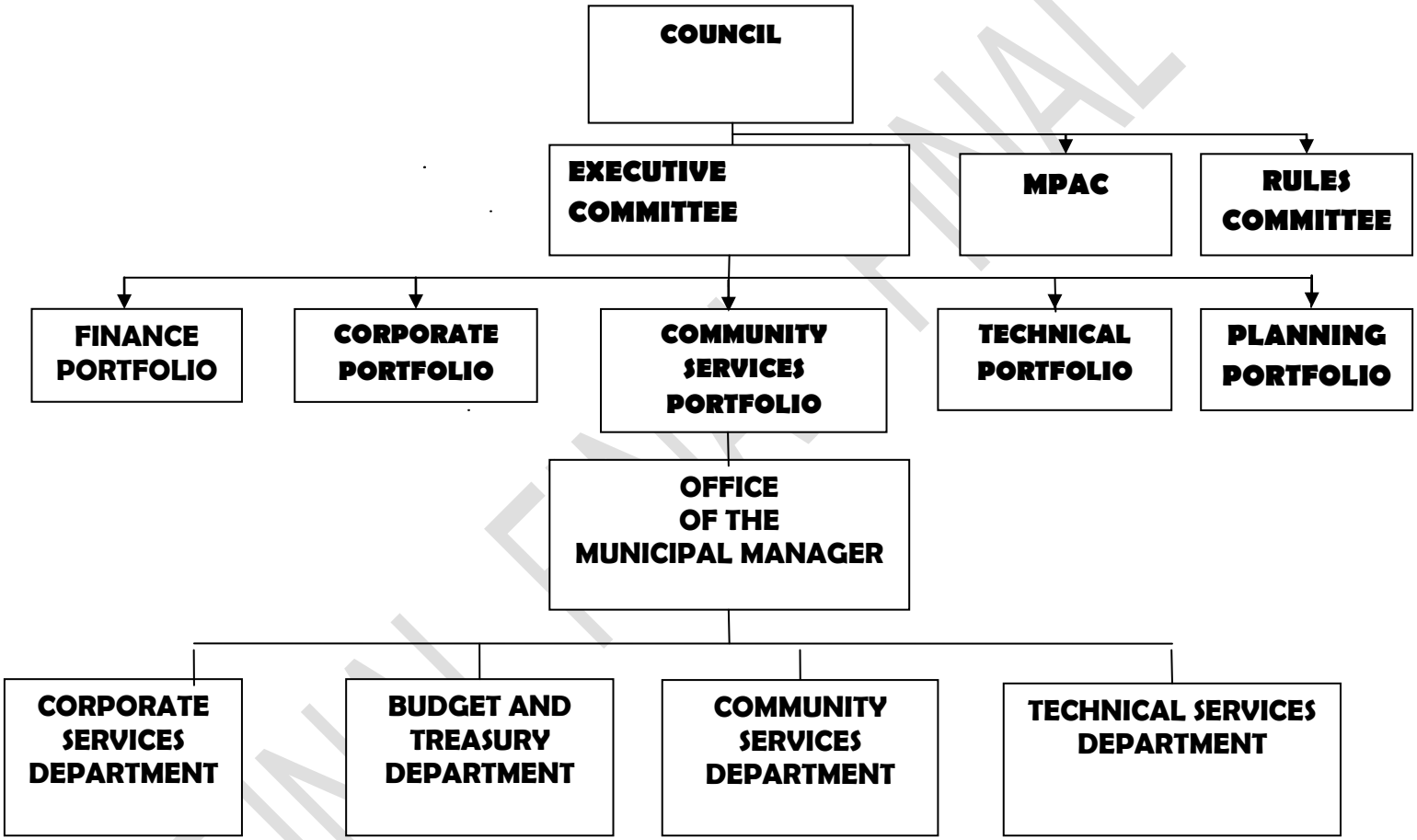
COUNCIL
EXECUTIVE COMMITTEE
MPAC
RULES COMMITTEE
FINANCE PORTFOLIO
CORPORATE PORTFOLIO
COMMUNITY SERVICES PORTFOLIO
TECHNICAL PORTFOLIO
PLANNING PORTFOLIO
OFFICE OF THE MUNICIPAL MANAGER
CORPORATE SERVICES DEPARTMENT
BUDGET AND TREASURY DEPARTMENT
COMMUNITY SERVICES DEPARTMENT
TECHNICAL SERVICES DEPARTMENT

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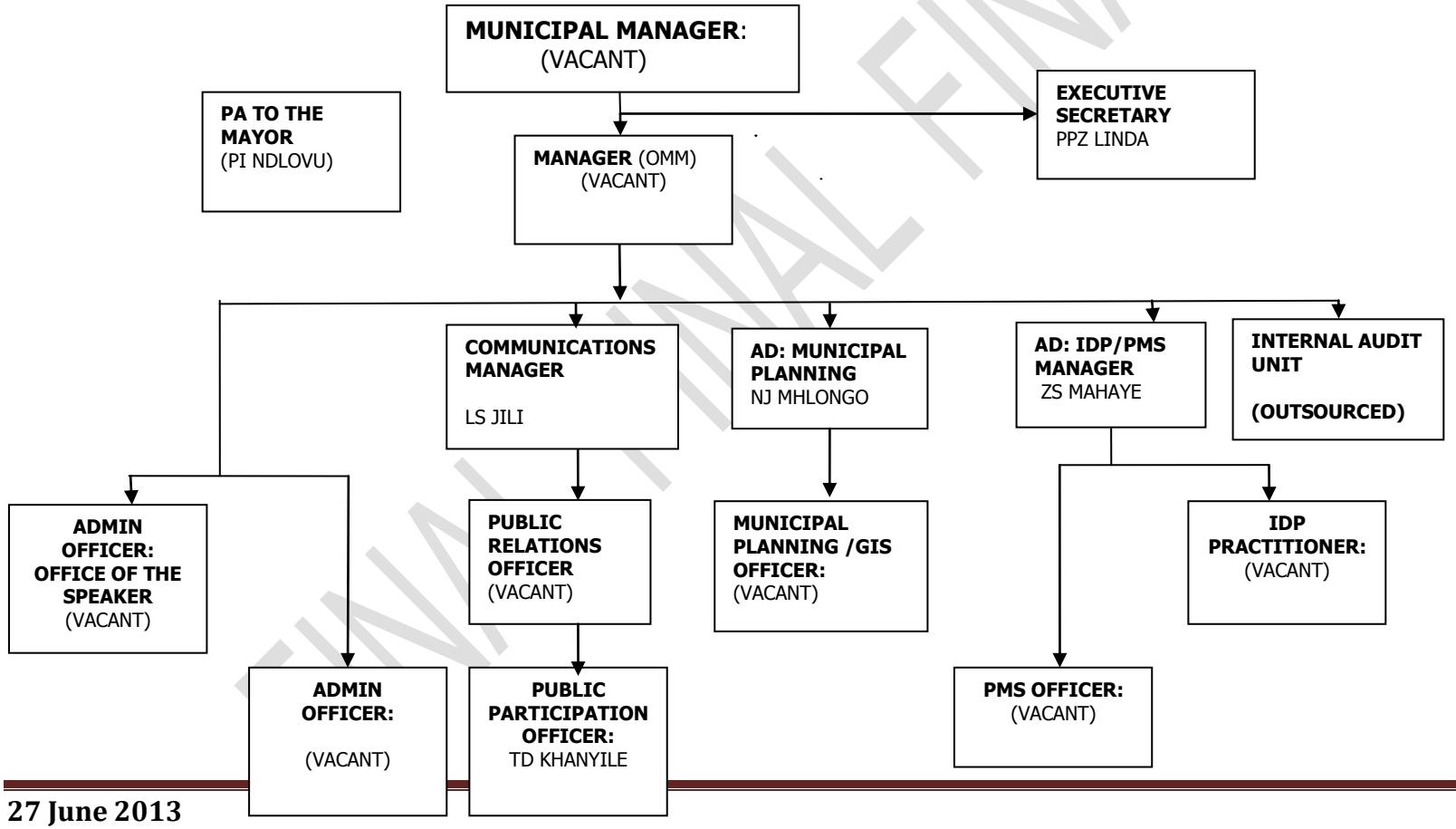
MUNICIPAL MANAGER: (VACANT)
PA TO THE MAYOR (PI NDLOVU)
EXECUTIVE SECRETARY PPZ LINDA
MANAGER (OMM) (VACANT)
COMMUNICATIONS MANAGER LS JILI
AD: MUNICIPAL PLANNING NJ MHLONGO
AD: IDP/PMS MANAGER ZS MAHAYE
INTERNAL AUDIT UNIT (OUTSOURCED)
ADMIN OFFICER: OFFICE OF THE SPEAKER (VACANT)
PUBLIC RELATIONS OFFICER (VACANT)
MUNICIPAL PLANNING /GIS OFFICER: (VACANT)
IDP PRACTITIONER: (VACANT)
ADMIN OFFICER: (VACANT)
PUBLIC PARTICIPATION OFFICER: TD KHANYILE
PMS OFFICER: (VACANT)

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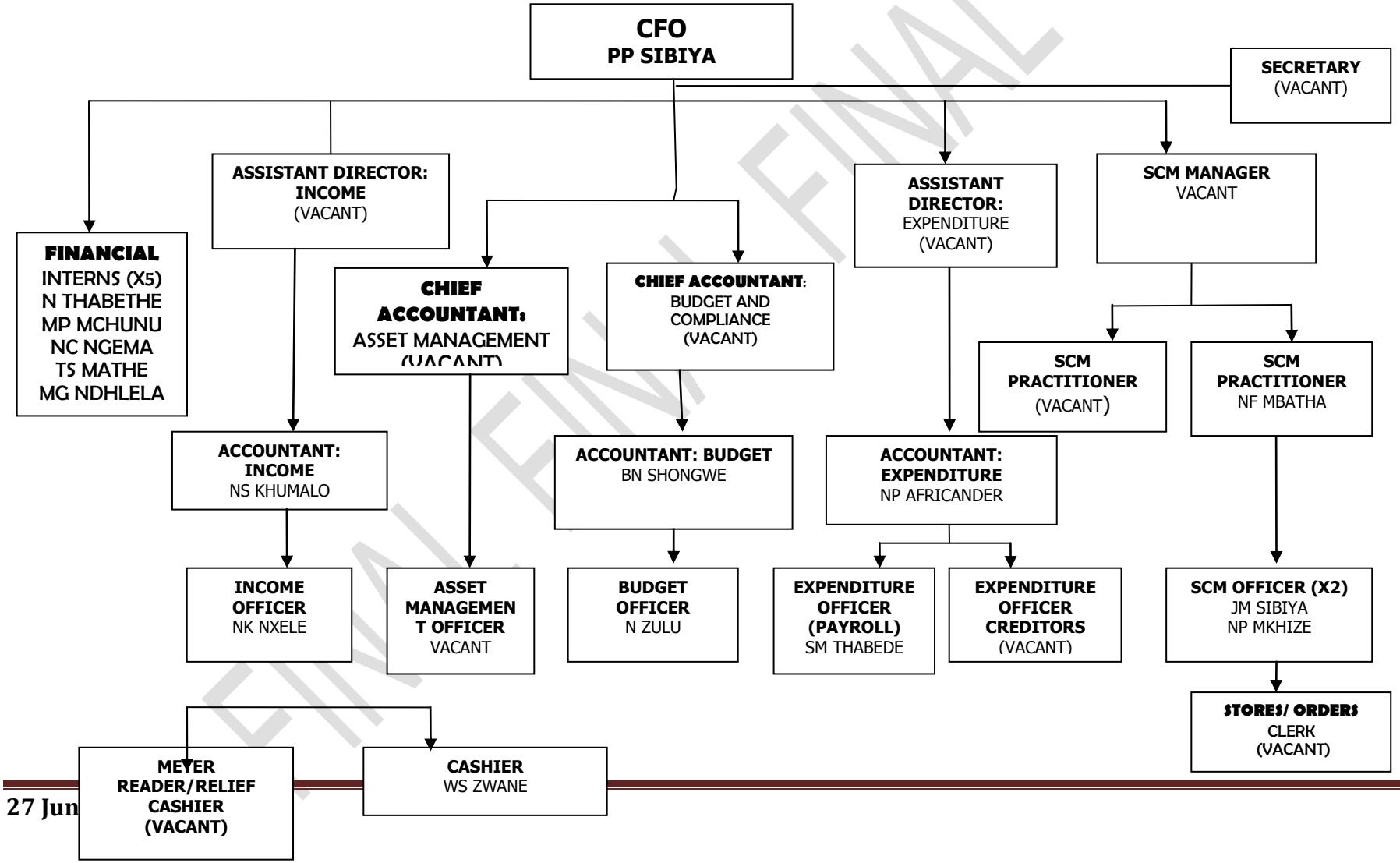
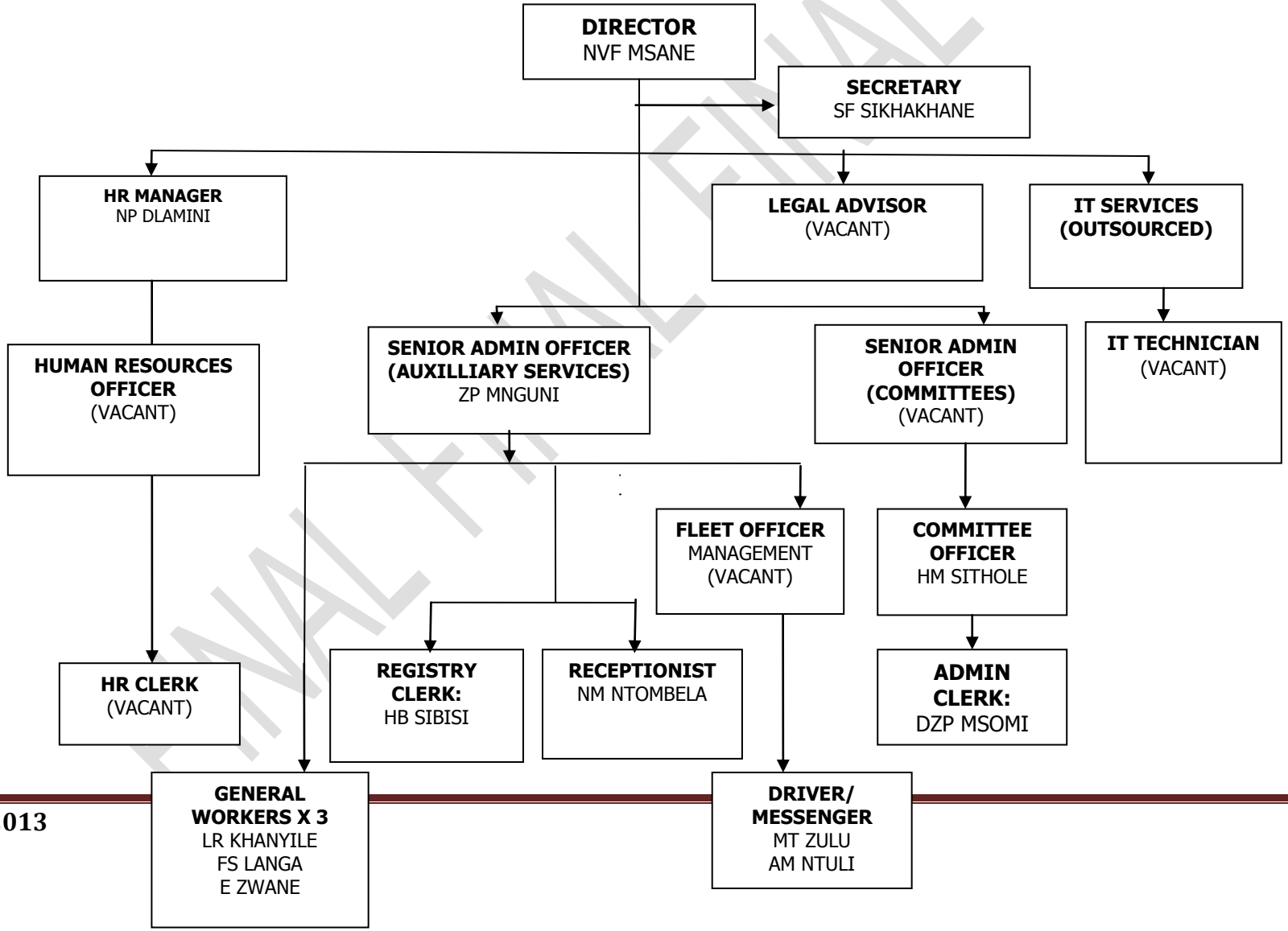
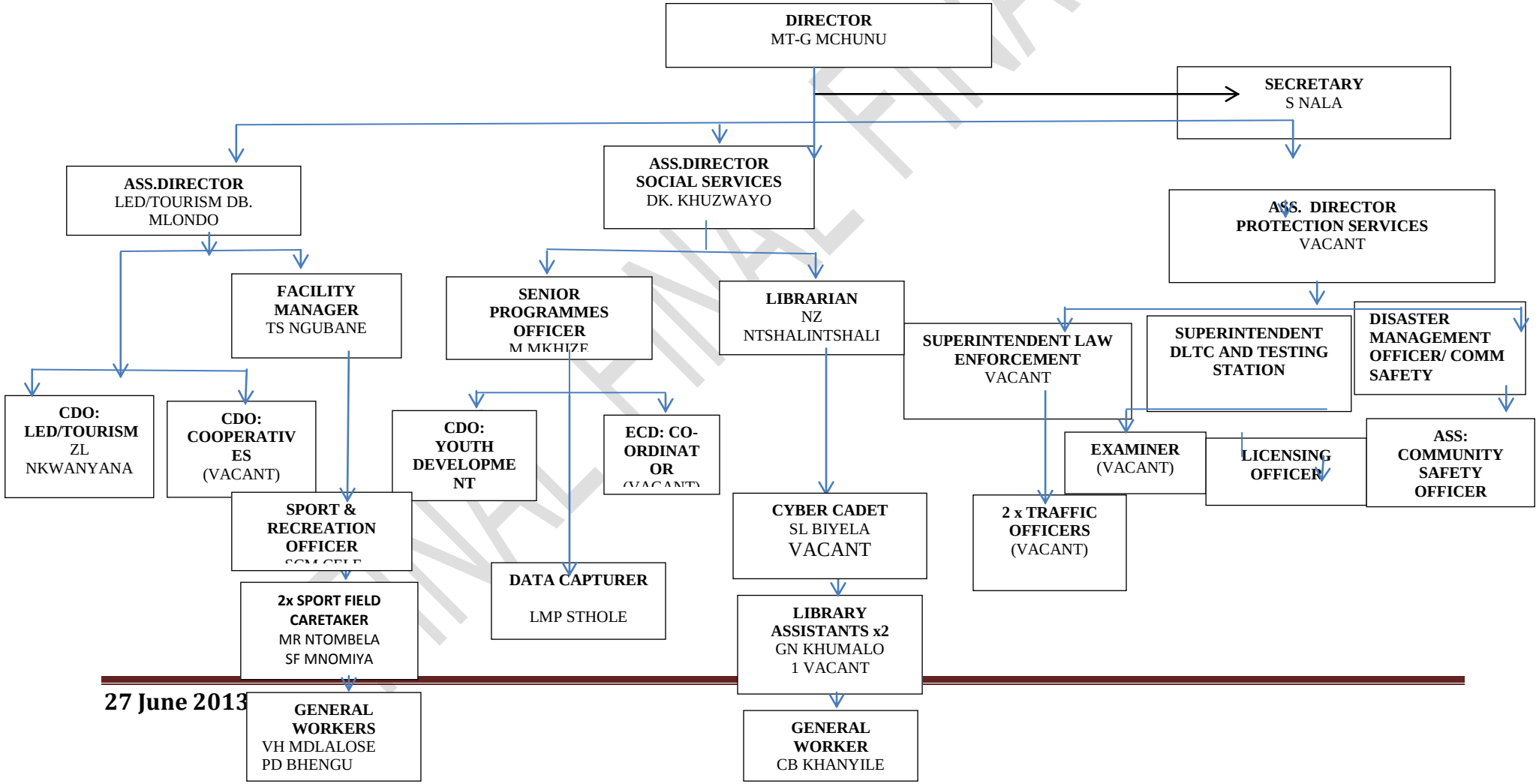

CFO
PP SIBIYA
SECRETARY
(VACANT)
FINANCIAL
INTERNS (X5)
N THABETHE
MP MCHUNU
NC NGEMA
TS MATHE
MG NDHLELA
ASSISTANT DIRECTOR: INCOME
(VACANT)
CHIEF ACCOUNTANT:
ASSET MANAGEMENT
(VACANT)
CHIEF ACCOUNTANT:
BUDGET AND COMPLIANCE
(VACANT)
ASSISTANT DIRECTOR:
EXPENDITURE
(VACANT)
SCM MANAGER
VACANT
SCM PRACTITIONER
(VACANT)
SCM PRACTITIONER
NF MBATHA
ACCOUNTANT: INCOME
NS KHUMALO
ACCOUNTANT: BUDGET
BN SHONGWE
ACCOUNTANT: EXPENDITURE
NP AFRICANDER
INCOME OFFICER
NK NXELE
ASSET MANAGEMENT OFFICER
VACANT
BUDGET OFFICER
N ZULU
EXPENDITURE OFFICER (PAYROLL)
SM THABEDE
EXPENDITURE OFFICER CREDITORS
(VACANT)
SCM OFFICER (X2)
JM SIBIYA
NP MKHIZE
STORES/ ORDERS
CLERK
(VACANT)
METER READER/RELIEF CASHIER
(VACANT)
CASHIER
WS ZWANE


DIRECTOR
NVF MSANE
SECRETARY
SF SIKHAKHANE
HR MANAGER
NP DLAMINI
LEGAL ADVISOR
(VACANT)
IT SERVICES
(OUTSOURCED)
HUMAN RESOURCES
OFFICER
(VACANT)
SENIOR ADMIN OFFICER
(AUXILLIARY SERVICES)
ZP MNGUNI
SENIOR ADMIN
OFFICER
(COMMITTEES)
(VACANT)
IT TECHNICIAN
(VACANT)
FLEET OFFICER
MANAGEMENT
(VACANT)
COMMITTEE
OFFICER
HM SITHOLE
HR CLERK
(VACANT)
REGISTRY
CLERK:
HB SIBISI
RECEPTIONIST
NM NTOMBELA
ADMIN
CLERK:
DZP MSOMI
GENERAL
WORKERS X 3
LR KHANYILE
FS LANGA
E ZWANE
DRIVER/
MESSENGER
MT ZULU
AM NTULI


DIRECTOR
MT-G MCHUNU
SECRETARY
S NALA
ASS.DIRECTOR
LED/TOURISM DB. MLONDO
ASS.DIRECTOR
SOCIAL SERVICES
DK. KHUZWAYO
ASS. DIRECTOR
PROTECTION SERVICES
VACANT
FACILITY MANAGER
TS NGUBANE
SENIOR PROGRAMMES OFFICER
M MKHIZE
LIBRARIAN
NZ NTSHALINTSHALI
SUPERINTENDENT LAW ENFORCEMENT
VACANT
SUPERINTENDENT DLTC AND TESTING STATION
DISASTER MANAGEMENT OFFICER/ COMM SAFETY
CDO: LED/TOURISM
ZL NKWANYANA
CDO: COOPERATIVES
(VACANT)
CDO: YOUTH DEVELOPMENT
ECD: CO-ORDINATOR
(VACANT)
EXAMINER
(VACANT)
LICENSING OFFICER
ASS: COMMUNITY SAFETY OFFICER
SPORT & RECREATION OFFICER
CYBER CADET
SL BIYELA
VACANT
2 x TRAFFIC OFFICERS
(VACANT)
2x SPORT FIELD CARETAKER
MR NTOMBELA
SF MNOMIYA
DATA CAPTURER
LMP STHOLE
LIBRARY ASSISTANTS x2
GN KHUMALO
1 VACANT
GENERAL WORKERS
VH MDLALOSE
PD BHENGU
GENERAL WORKER
CB KHANYILE

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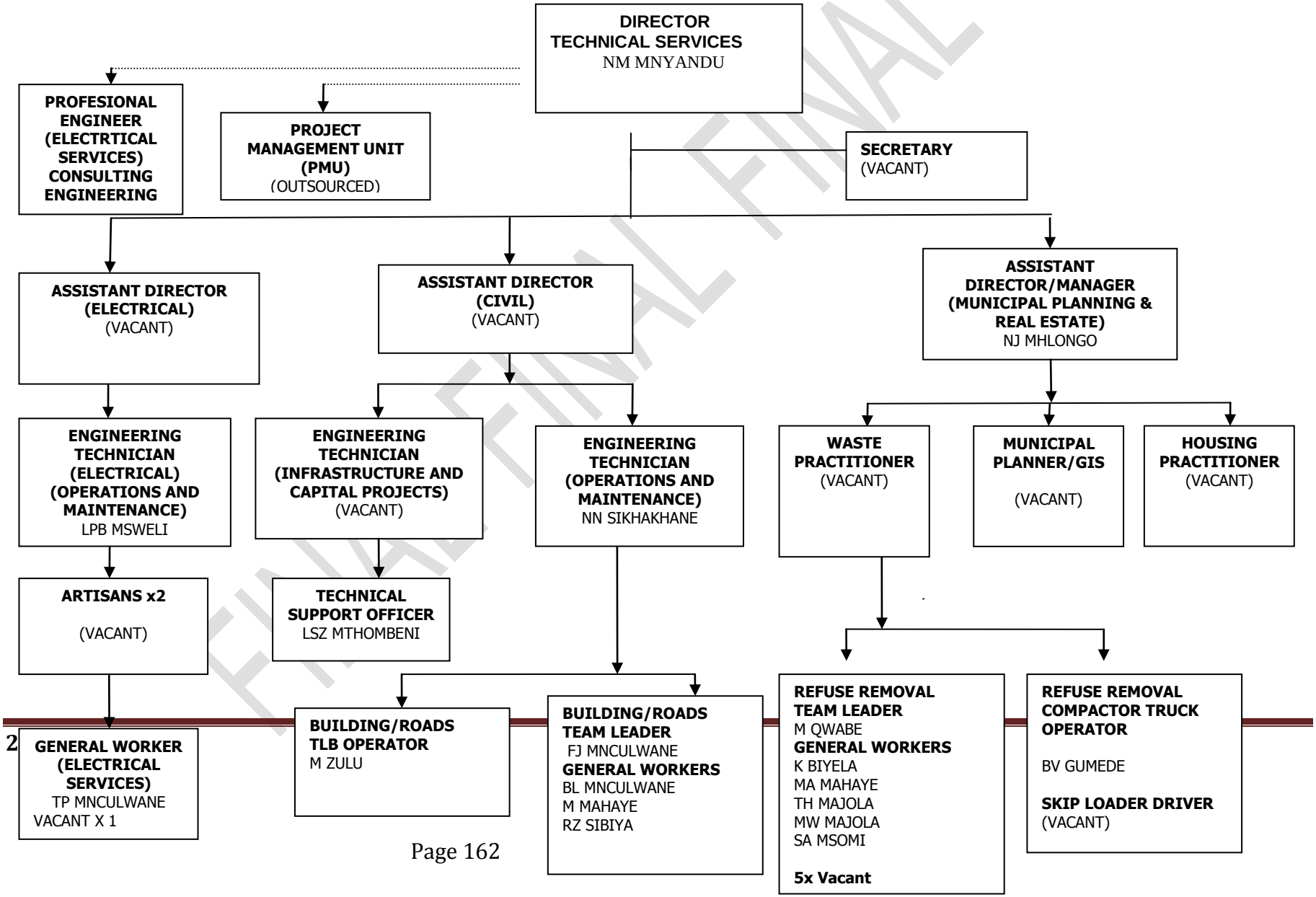
DIRECTOR
TECHNICAL SERVICES
NM MNYANDU
PROFESIONAL ENGINEER (ELECTRTICAL SERVICES) CONSULTING ENGINEERING
PROJECT MANAGEMENT UNIT (PMU)
(OUTSOURCED)
SECRETARY
(VACANT)
ASSISTANT DIRECTOR (ELECTRICAL)
(VACANT)
ASSISTANT DIRECTOR (CIVIL)
(VACANT)
ASSISTANT DIRECTOR/MANAGER (MUNICIPAL PLANNING & REAL ESTATE)
NJ MHLONGO
ENGINEERING TECHNICIAN (ELECTRICAL) (OPERATIONS AND MAINTENANCE)
LPB MSWELI
ENGINEERING TECHNICIAN (INFRASTRUCTURE AND CAPITAL PROJECTS)
(VACANT)
ENGINEERING TECHNICIAN (OPERATIONS AND MAINTENANCE)
NN SIKHAKHANE
WASTE PRACTITIONER
(VACANT)
MUNICIPAL PLANNER/GIS
(VACANT)
HOUSING PRACTITIONER
(VACANT)
ARTISANS x2
(VACANT)
TECHNICAL SUPPORT OFFICER
LSZ MTHOMBENI
GENERAL WORKER (ELECTRICAL SERVICES)
TP MNCULWANE
VACANT X 1
BUILDING/ROADS TLB OPERATOR
M ZULU
BUILDING/ROADS TEAM LEADER
FJ MNCULWANE
GENERAL WORKERS
BL MNCULWANE
M MAHAYE
RZ SIBIYA
REFUSE REMOVAL TEAM LEADER
M QWABE
GENERAL WORKERS
K BIYELA
MA MAHAYE
TH MAJOLA
MW MAJOLA
SA MSOMI
5x Vacant
REFUSE REMOVAL COMPACTOR TRUCK OPERATOR
BV GUMEDE
SKIP LOADER DRIVER
(VACANT)

3. 6 Financial Viability and Management Situational Analysis

Strength s	Weaknesses
❖ Full Support by Treasury for capacity building ❖ Recent appointment of the chief financial officer ❖ Majority of staff within the unit falls under youth category ❖ Finance Regulated policies are in place ❖ Steady progress is made on the last three audit opinions ❖ Payments to service & third parties on time ❖ Draft valuation leads to improved billing	❖ Grant dependency ❖ Poor revenue collection ❖ Major portion of land belongs to traditional authorities ❖ High Distribution Losses ❖ Land ownership not registered appropriately affects revenue collection (Billing) ❖ High rate of indigent households negatively affects the revenue collection
Opportunities	**Threats**
❖ Vacant land available for revenue generation ❖ Minimal utilization of consultants with conditions in Service Level Agreement of skills transfer and strict monitoring. ❖ Potential sources of revenue that have not been explored ❖ Potential Revenue on Electrical services ❖ Establishment of Traffic Unit for Safety and Revenue Enhancement	❖ Lack of transfer of skills by consultants ❖ Municipal land ownership is minimal (2% of 1828km) ❖ Dependency on financial system ❖ Reduction in population figures may results to a decrease in the budget allocation

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3.6.1 Auditor General's Report

Detailed Information regarding Financial Information is divulged on the Financial Viability & Management unit.

Nkandla - Financial Performance

AUDIT OPINION 2009-2010	AUDIT OPINION 2010-2011	AUDIT OPINION 2011-2012
Qualification With Matters of Emphasis	Unqualified With Matters	Unqualified With Matters

3.6.2 Financial Policies

- Municipal Property Rates Acts and Tariff Policy
- Credit Control, Debt Collection Policy
- Creditors and Third Parties Payment Policy
- Supply Chain Management Policy
- Indigent Policy
- Human Resources /Payroll/ Subsistence and Travelling Policy
- Asset Management Policy
- Grants in Aid and Indigent Burial Policy
- Budget Implementation and Virement Policy
- Cellphone and Data Contract Policy

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3.6.3 Budget Summary

Nkandla Municipality

TOTAL OPERATING AND CAPITAL BUDGET 2013/2014, 2014/2015, & 2015/2016

INCOME	Approved Budget 2012/13	Revised Budget 2012/13	Variance Revised Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Rates	1,800,660	1,800,660	(0)	5,112,211	5,388,270	5,679,237
Sundry Income	1,232,120	7,167,041	5,934,921	12,878,414	13,573,848	14,306,836
National Grants & Provincial Grants	102,883,300	84,391,300	(18,492,000)	104,208,000	116,062,000	159,741,000
TOTAL REVENUE	116,181,140	102,357,971	(13,823,168)	142,952,565	156,898,772	202,782,957
OPERATING EXPENDITURE						
Salaries, Wages & Allowances	30,401,521	30,081,521	(320,000)	40,454,863	42,639,426	44,941,955

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3.6.4 Capital Expenditure

The municipality is at 75% on capital expenditure. The capacity to implement capital projects is there however Project Management Unit needs to be strengthened to meet the desired expenditure targets. The projects for the next two financial years will be incorporated in the mid-term budget review by the municipality. Proper reporting will be done to the relevant internal and external authorities regarding this matter in due course.

	Approved Budget	Adjustment	New Budget
Esibhudeni Community hall & Creche Facility (Ward 7)	3 529 207.50	500,000.00	3,029,207.50
Thalaneni Community Hall & Creche Facility (ward 4)	3 529 207.50	500,000.00	3,029,207.50
Thaleni to Malunga Gravel Road Rehabilitation (Ward 3)	4 711 050.00	1,500,000.00	3,211,050.00
Nsuze / Ngomankulu Pedestrian Bridge (Ward 14)	9 990 811.80	604,681.62	9,386,130.18
Mashushu Link Road Rehabilitation (Ward 11)	1 185 458.82		1,185,458.82
Bangamanzi - Mfongosi Link Gravel Road Rehabilitation (Ward 8 & 9)	6 546 946.00	350,000.00	3,046,946.00
Grader	2 500 000.00	-	2 500 000.00

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BASIC SERVICES DELIVERY SITUATINAL ANALYSIS

3.7 Spatial Planning and Infrastructural Development SWOT Analysis

Strength s	Weaknesses
❖ Availability of serviced sites for development ❖ Unpolluted air ❖ Healthy provincial support in spatial planning issues ❖ Reliable draft valuation roll ❖ Shared Services ❖ Development of Wall to Wall Scheme	❖ Municipal land ownership is minimal (2% of 1828km) ❖ Poor spatial planning on the primary node ❖ Lack of town planning scheme that is PDA complaint ❖ Ambiguous classification of certain settlements ❖ Most of prime business sites in town (Primary Node) is privately owned and is undeveloped (vacant with no plans for development)
Opportunities	**Threats**
❖ Vacant land available for development ❖ Healthy Relations with Amakhosi who are custodians of large portion of land ❖ The presence of Wall to wall scheme will result in investor confidence	❖ Potential investors may be deterred by poor implementation of spatial planning regulations ❖ Due to lack of development in the primary node causes rural urban migration.

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Strengths	Weaknesses
❖ Continuous funding from MIG and other potential funders ❖ Improve capacity within the unit to fast track infras-structure development ❖ Most of the properties are within the municipal development nodes ❖ Political stability leads to effective service delivery	❖ High Backlogs on basic service delivery ❖ Aging and Poor Infrastructure ❖ Poor Management of town open spaces ❖ Lack of feasibility study to certain capital projects leads to unused infrastructure ❖ Lack of infrastructure investment strategy
Opportunities	**Threats**
❖ Sector Departments attraction municipality for capital infrastructure Development ❖ Improved relations with external stakeholders for infra-structure development	❖ Dispersed settlement patterns make it expensive to delivery services ❖ Sector Departments fiscal dumping municipality ❖ Discouragement of potential investors

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3.7.1 Sustainable Service Delivery

The municipality strives to provide to its citizens services that are technically, environmentally and financially sustainable. Nkandla Municipality is not a Water Service Authority. The Municipality relies on the service of Uthungulu District Municipality in terms of water services. Both municipalities are striving to achieve sustainable services to the community they serve: Commitment to sustainable service delivery and quality client serving in all basic delivery to Nkandla Municipality means:

• identify a suite of levels and standards of service that conform with statutory requirements and rules for their application based on long-term affordability to the Municipality;
• identify technical and functional performance criteria and measures, and establish a commensurate monitoring and evaluation system;
• identify current and future demand for services, and demand management strategies;
• set time-based targets for service delivery that reflect the need to newly construct, upgrade, renew, and dispose
Infrastructure assets, where applicable in line with national targets;
• apply a risk management process to identify service delivery risks at asset level and appropriate responses;
• prepare and adopt a maintenance strategy and plan to support the achievement of the required performance;
• allocate budgets based on long-term financial forecasts that take cognizance of the full life-cycle needs of existing and future infrastructure assets and the risks to achieving the adopted performance targets;
• strive for alignment of the financial statements with the actual service delivery potential of the infrastructure assets; and
• implement its tariff and credit control and debt collection policies to sustain and protect the affordability of services by the community.

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3.7.2 Cost-effectiveness and Efficient Services

The Nkandla Municipality strives to manage its infrastructure assets in an efficient and effective manner. To this end, the Municipality will:

- assess life-cycle options for proposed new infrastructure in line with the Supply Chain Management Policy.
- Regularly review the actual extent, nature, utilisation, criticality, performance and condition of infrastructure assets to optimize planning and implementation works.
- assess and implement the most appropriate maintenance of infrastructure assets to achieve the required network performance standards and to achieve the expected useful life of infrastructure assets.
- continue to secure and optimally utilize governmental grants in support of the provision of free basic services;
- implement new and upgrading construction projects to maximize the utilisation of budgeted funds;
- ensure the proper utilisation and maintenance of existing assets.
- establish and implement demand management plans;
- timeously renew infrastructure assets based on capacity, performance, risk exposure, and cost;
- timeously dispose of infrastructure assets that are no longer in use.
- review management and delivery capacity, and procure external support as necessary;
- establish documented processes, systems and data to support effective life-cycle infrastructure asset management;
- strive to establish a staff contingent with the required skills and capacity, and procure external support as necessary; and
- conduct regular and independent assessments to support continuous improvement of infrastructure asset management practice.

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3.7.3 Water Supply Back-Logs

Statistics shows that out of the total 24 213 households, 11 000 households do not have access to water above the RDP standard. This means that Nkandla in 2007-2008 has a back-log of 47, 6% in water supply. When comparing the percentage of the back-log with the average of the whole District which currently at 44, 3%, the indication is that water supply in Nkandla is progressing progressively well. All households that receive water in Nkandla receive 6KL free, however this Free Basic water program is hard to implement in households that are receiving water via stand-pipes, and who are entitled to free water. This will be fully effective once all households have had water connections in their homes. The standards for water need to be adjusted as in most settlement there is enough water being supplied, but it is supplied far from the homesteads. Pipelines may be an answer to supplying water according to RDP standards. Areas of greatest need are the Zondi Traditional authority area, the Ekukhanyeni Traditional authority area and the Izigqoza. Traditional Authority area. Areas defined as long-term priorities are in need of water, but the densities of these settlements make it difficult to supply water in a sustainable way to them. Further to the explanations given the water schemes provided then cannot cope with the capacity of supply needed recently due various contributing factors. The following table present the progress on water supply backlogs and funding needed:

3.7.3.1 KZ286 – NKANDLA DECADE WATER BACKLOG PROGRESS

2001- 2002 **Water Backlogs**	**2011-2012** **Water Backlogs**
21 085 = 72%	8 131 = 32 %
FUNDING REQUIRED	**FUNDING REQUIRED**
Capital Cost	Cost per capita
R 1 174 289 839	R 7 600

FINAL FINAL

3.7.4 Water demand

The water demand for the supply area is calculated according to the following design criteria:

- Number of people per household: 9
- Residential RDP level of demand: 25"/c/d
- Residential future demand: 60"/c/d
- School demand: 6k"/d
- Hospital demand: 150k"/d
- Clinic demand: 20k"/d
- 2.5% Population growth for towns

3.7.5 Water sources

There are several existing water schemes throughout the area, with bulk water from developed boreholes, springs and rivers. From the Mhlatuze River there is an existing extraction point that supplies the Nkandla bulk pipeline with water. This pipeline is under construction at present.

Project	Source	Water treatment
Amaphutu	Nkonisa River	Chlorinator
Bhokwe	Borehole	None
Ethalaneni	Spring	Chlorinator
Hlasimpilo	Borehole	None
Kwabadala old age home	River	Pressure Filter
Madiyane	Borehole	Package Plant
Mahlayizeni	Borehole	None

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Mandaba 1	Mphothwe River	None
Mandaba 2	Borehole	None
Mbizwe	Spring	None
Mdlalenga	Spring	Chlorinator
Mshisandlu	Borehole	Chlorinator
Niselelo	Borehole	None
Nkandla Bulk Phase 1 & 2	Mhlathuze river	None
Nkandla Town	Borehole	Purification Plant
Nontshiza	Mbele River	None
Sidumuka	Spring	Chlorinator
Thalaleni	Spring	None
Vimbimbobo	Spring	None
Vumangoma	Spring	Chlorinator
Zondi	Spring	None

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3.7.6 Existing water schemes

Existing schemes in the supply area are shown in the table below.
√ -metered yard
x -no metered yard

Schemes	Heads	Scheme capacity (kl/day)	Reservoir Capacity	Level of service	Required Level of Service
Amaphuthu	4230	182	390	Metered Yard	√
Bokwe	1242	54	110	Metered Yard	√
Ethalaneni	2340	101	240	Standpipe	X
Hlasimpilo	45	2	80	Standpipe	X
Kwabadala Old age Home	54	65	235	N/A	n/a
Madiyane	378	16	80	Metered Yard	√
Mahlayizeni	3 087	133	140	Standpipe	X
Mandaba 1	171	7	200	Standpipe	X
Mandaba 2	225	10	60	Standpipe	X
Mbizwe	495	21	90	Standpipe	X
Mdlelanga	1 890	82	140	Metered	X

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				Standpipe	
Mshisandlu	1 233	53	140	Standpipe	X
Niselelo	1 395	60	40	Standpipe	X
Nkandla Bulk Phase 1 & 2	N/A	?	3 070	N/A	n/a
Nkandla Town	6 300	272	195	Metered House	√
Nontshiza	1 512	65	80	Standpipe	X
Sidumuke	279	12	60	Standpipe	X
Thalaneni	7 722	333	585	Metered Yard	X
Thaleni	450	19	100	Standpipe	X
Vimbimbobo	855	37	70	Standpipe	X
Vumangoma	2 808	121	116	Standpipe	X
Zondi	2 439	105	40	Standpipe	X

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3.7.7 Sanitation

The services of sanitation are performed by uThungulu District Municipality. There are only five Wards (just part of the ward) which were provided with sanitation: Ward 6, 8, 9, 10, 12, 13 & 14.

3.7.7.1 Backlogs

2001- 2002 Sanitation Backlogs	2011-2012 Sanitation Backlogs
21 085 = 94%	10 436 = 41 %
FUNDING REQUIRED	**FUNDING REQUIRED**
Capital Cost	Cost per capita
R 76 340 600	R 6 200

3.7.8 Road infrastructure

Accessibility and natural movement between spatial components and systems are very important. This includes accessibility to the main centre (Nkandla Town), Economic Development Areas, Service Areas, Tourism Areas, Agricultural and Forestry Development Areas, adjoining municipalities, existing settlements within Nkandla Municipality, etc. Movement routes, such as the P50, P90, P226, P707, P706, P708, as well as roads within the municipality are considered the 'glue' that holds the area together by providing internal and external access. Movement Routes also provides accessibility to services – both infrastructural and facilities.

The main movement routes that have been identified are P50 (being upgraded to black top via the African Renaissance Road Upgrading Programme – ARRUP) which traverses through the municipal area, providing direct access between the towns of Eshowe, Nkandla and Nqutu. It also traverses the Nkandla Natural Forests and other tourist attractions. Other main movement routes include P226 (to Melmoth Town) and P90 (to Dolwane). Movement routes that require upgrading include P16 (Jameson's Drift to Qhudeni) and the P707.

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3.7.8.1 Transport Investment on Routes and Road Upgrades

The following roads have been identified as the main transport investment areas:

- The P50, which is being upgraded to black top via the African Renaissance Road Upgrading Programme – ARRUP. It traverses through the municipal area, providing direct access between the towns of Eshowe, Nkandla and Nqutu. It has been identified as a main transport investment route due to it being recognized as such (through the ARRUP Programme); its traversement through the proposed Esibhudeni Tourism Node, the Nkandla Natural Forest, Nkandla Town, the denser settlements that occur along this route, the number of roads branching off this route (P226 to Melmoth, P90 to Maputhini, P90 Tourism Node and Dolwane, the P707 to the proposed Ekukhanyeni Service Node) and its traversement through the proposed Chwezi Economic Development Node;
- The P226 to Melmoth; and
- The P90 which traverses the proposed Maputhini Service Node and the proposed P90 Tourism Node and which links Nkandla Town with the proposed Dolwane Economic Development Node.

In order to improve accessibility, the following main routes need to be upgraded:

- The P16 between Jameson's Drift and Qhudeni up to where it links with the P707;
- The P707 which provides access to the proposed Ekukhanyeni Service Node and the proposed agricultural investment areas to the south and north of the latter Service Node.

Other proposed road upgrades (which have been recommended in the Nkandla LED Study) but which are not indicated on the proposed Nkandla Spatial Development Framework Plan are:

- D1642 Ematshenezimpisi guest houses (8.3km).
- D1599 King Cetshwayo's Grave Site (11.84km). This road would open access to extremely poor communities in the southern region of Nkandla en-route to King Cetshwayo's Grave Site – an important tourist site.

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3.7.8 2 Backlogs

The transport networks backlogs is a major challenge for Nkandla, Slight progress is made to certain areas however accessibility to state facilities and to other identified development zones is still a challenge. The accessibility to health facilities (Khombe Hospital) requires provincial intervention. The Hospital experience challenges of even losing doctor, nurses and administration staff due to bad road conditions. This also includes areas that have development potential e.g. accessibility to Ntingwe Tea Estate falls to the same crises of bad road conditions as Khombe Hospital.

3.7.9 Gravel Roads Rehabilitation 2013-2014

Thaleni – Malunga Gravel Road Rehabilitation	R 3 211 050.00
Mashushu Link Road Rehabilitation	R 1 185 458.82
Bangamanzi- Mfongosi Gravel Road Rehabilitation	R 3 046 946.00

3.7.9.1 Access Roads Initiatives

The municipality took a giant step to provide locals with access roads in most of its wards. In order to sustain the initiative the municipality has budgeted an amount of R 2 500 000 to maintain access roads.

3.7.9.2 CBD Roads Rehabilitation

The municipality aims to maintain CBD roads in good condition within its village. For more information refer to the SDBIP 2013-2014

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3.8 Energy Distribution

Nkandla Municipal area can be categorized into two i.e. Grid areas and Non-Grid areas. This is due to the fact that other areas will need an infrastructure to be provided before any reticulation can take place. Based on the above fact, it is inevitable that there must be two or more energy distribution options which will be employed so as to ensure that the municipality is reaching to all people within its area of jurisdiction. There are two sources of energy which are currently viewed as possible sources for Nkandla area i.e. Electricity for those areas which are considered to in Grid Areas Other alternative sources of energy (SABS approved Fire Gel) to those areas which are in the Non-Grid areas

3.8.1 Level of Energy Distribution in Nkandla

Nkandla in partnership with ESKOM and Department of Minerals and Energy are providing electricity to Nkandla Citizens. The following table indicates the level of energy distribution in Nkandla.

ENERGY SOURCE	USAGE		NO.OF HOUSEHOLDS BENEFITTING	PERCENTAGE
	LIGHTING	COOKING		
Electricity	√	√	1732	7%
Gas		√	828	3%
Paraffin	√	√	1266	5%
Candles	√		21598	87%
Solar	√	√	91	-
Wood		√	20443	82%
Other (generator, car batteries, etc)	√	√	177	-

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The Energy Sector Plan is being reviewed. It will therefore have an integration of development and budget plan into a workable 5 year Roll out Plan. The planned projects are clearly indicated in the Five-Year projects list which is annexed at the end of this plan as summary projects plan.

3.8.2 Funded Electrification Projects 2013-2014

Project Name	Budget	Household Connections
Vumanhlamvu, Mandaba, Zitinini	10 000 000	736
Mvutshini, Mndunduzeli,Qothu, Bhacane, Malunga	10 000 000	736

3.8.3 Waste Management

The municipality is committed to ensure the provision of adequate waste management that is within the Legislative frameworks yet provides the healthy environment to the people from inside and outside of Nkandla.
Currently waste is collected mainly from within Nkandla Town and from Nodal points (Vumanhlamvu Clinic, Sibhudeni + Mandaba clinics, Nxamalala Clinic, Jameson's Drift Clinic, Dolwane taxi rank, Ekhombe Hospital +Xulu Clinic, Qhudeni Centre, Malunga Clinic, Nongamlana Clinic and Chwezi Clinic).

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TABLE: WM1

Name of Disposal Site:	**Nkandla Dumping Site**	**Geographic Location of Dumping Site:**	**S28.63430 E31.09243**
Area covered by Dumping Site:	+/- 60,000m2	Year of Construction:	2002
Resources available on Site:	1x TLB 1x waste tractor and trailer 1x waste truck 1x driver 1x roller bomag 1x security guard Fenced Water Container serving as an office	Precautions in place to control nuisances on Site:	Litter is collected by hand
Facility of registered with DWAF	Yes	Surrounding Land Use:	Townlands Cemetery Sewage Ponds
Condition of Access Road to Site:	Fair condition gravel – however, not maintained	Type of Access Control at the Gate:	None
Is waste covered	Yes	Method of Land	Trench and cover

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daily?		filling:	
Is Cover Material Excavated on Site?	Yes	Is there any Waste Reclamation on Site?	No
Does Leachate & Gas Management Occur on Site?	No, neither Leachate nor gas have been identified at the site.	Is there Public Participation in the Management of the Site?	No
Are there plans to Extend the Site?	Yes, if feasible. The Site has capacity for 5 years only, of which 2 years remain.	Are there Plans to close the Site?	Not at this stage. However, the option of a Transfer Station is being considered.

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3.9 Nkandla Infrastructure Investments

The municipality has erected numerous capital investment projects to the community. One of the completed Projects is a Community Service Centre in ward 10. KwaXulu/Mvutshini Community Services

3.9.1 Capital Projects 2013-2014

Project	Budget
Esibhudeni Multi Purpose Centre	3 029 207.50
Thalaneni Multi Purpose Centre	3 029 207.50

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3.9.2 Housing Infrastructural Development

Housing" refers to an integral approach to development within the primary focus being on the delivery of shelter. It includes, among others, the development of housing units, service delivery, the up-grading of land tenure rights, social and community development and planning policy issues. Future housing projects should therefore aim to achieve all of these development goals.

The Nkandla Municipal Housing Plan had been developed and the following housing projects were identified:

- Qhudeni Rural housing scheme
- Godide Rural housing scheme
- Nkandla Town Rental Stock
- Nkungumathe Housing scheme
- Vimbimbobo Housing Scheme
- Mangidini Housing Scheme
- kwaMagwaza Housing Scheme
- Nkandla Town Rental Stock phase 2

Most of the areas where the rural housing was identified, the Nkandla Spatial Development Framework was used as a source document. Two projects i.e. Godide and Qhudeni Rural Housing have been funded by Department of Housing (KZN).

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3.9.3 Health facilities

In terms of health services Nkandla is served by two (Nkandla and Khombe) hospitals and number of clinics managed and supported by these hospitals respectively. Below is a list of clinics.

CLINICS

Nkandla Hospital Clinics
Mpandleni Clinic
Thalaneni Clinic
Chwezi Clinic
Nongamlana Clinic
Vumanhlamvu Clinic
Sbudeni Clinic
Wangu Clinic
Nxamalala Clinic
Ndabaningi Clinic
Walambu Clinic

Khombe Clinics
Mthungweni Clinic
Xulu Clinic
Manyana Clinic
Mfongosi Clinic
Malunga Clinic
Mabhuqwini Clinic

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3.9.4 Community Safety Facilities

Nkandla Police station
Khombe Police Station and
Mfongosi Police Station
Nxamalala Mobile Station

3.9.5 Network Services Backlogs

The network services is a great setback for Nkandla, Some wards are experiencing great challenge in network services. This includes network services for Cell phones, Radios and television channels. Wards that are most affected by lack of network is ward 02, 07, 09, 12, and 13. The backlog percentage on network services in Nkandla is at 45 %. Upgrade of the existing network infrastructure and erection of new network towers is the priority for Nkandla for telecommunication service to run smoothly.

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3.10. Socio Economic Development and Local Economic Development

The name Nkandla originated from the IsiZulu word (Khandla) interpretation: as you walk through the area you become so tired compared to other places because of the strong force of gravity caused by the historic mountains, forests, and rivers found in the area. The area is located approximately 55 km south west of UMthonjaneni, 60 km from UMlalazi, and about 50 km away from Isandlwane battle field. Situated 150 km from Mhlatuze, 250 km from Durban Metro. It is rich when it comes to natural resources indigenous forest, land for different agricultural crops. Nkandla is a home of a high quality tea and that is Ntingwe tea traded all over the world. The tea is affectionately called Zulu tea abroad. With all these natural resources the municipality decided to develop a strategy for all these natural resources. The municipality adopted a Local Economic Development Strategy in 2006 and the strategy is now due for the review. For now it still used as a framework that guides Local Economic Development plans. Within the strategy they are development nodes and other LED related information, more details on the LED strategy will be made as an annexure.

3.10.1 Socio Economic and LED SWOT Analysis

Strength s	**Weaknesses**
❖ Large Portion of the population is youth ❖ Availability of historic sites & conservation areas ❖ Potential growth for small farmers	❖ High indigent population ❖ High Unemployment rate ❖ High infection rate on communicable diseases ❖ High Illiterate rate ❖ Unavailability of local constructors with high capacity ❖ Reduction in Population
Opportunities	**Threats**

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❖ Land within the municipal jurisdiction is highly arable ❖ Tourism is a major economic development opportunity	❖ Reduction in recent population figures ❖ Lack of circulation of economic resources locally ❖ Unreviewed LED Strategy

3.10.2 Nkandla Local Economic Development Priorities

- ❖ Development of Historic Sites and Nature conversation areas for tourism attraction
- ❖ Co operatives
- ❖ Poultry and Piggery projects
- ❖ Sewing Projects
- ❖ Fencing of Grazing Land
- ❖ Fencing of community Gardens
- ❖ Blocks Projects
- ❖ Municipal Capital Projects to be more labour intensive for job creation purposes

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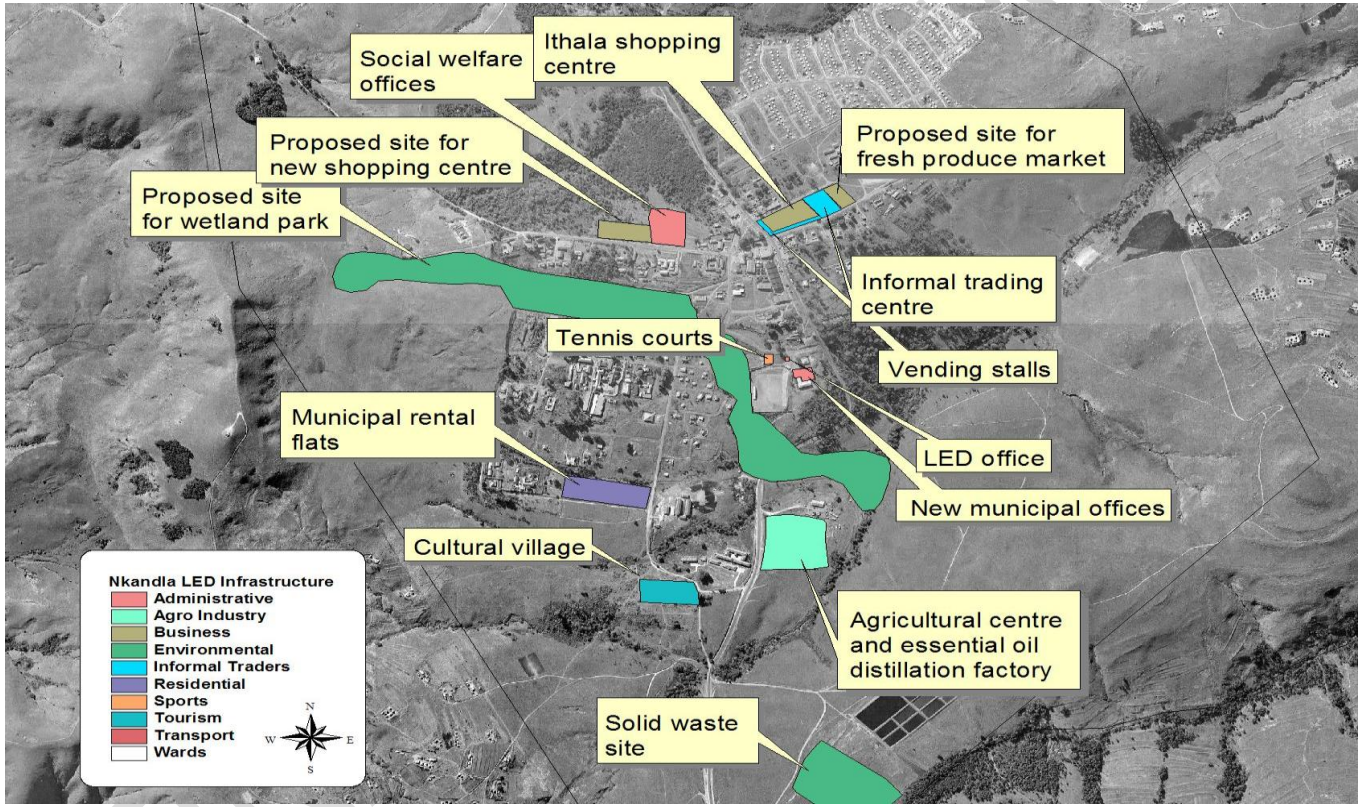
3.10.3 LED Strategy to develop the primary node



3.10.4 LED Strategic Framework

The following projects have been extracted from lists of key projects (see Appendix 1) identified by the Nkandla Municipality, NGOs and Local Government Departments in Operation Sukuma Sakhe

Vision	Goals	Objectives	Programmes	Activities
To develop a robust and inclusive municipal economy at Nkandla, exploiting local opportunities, real potential and competitive advantages, addressing local needs of Nkandla and contributing to	Develop infrastructure using the nodal model i.e. primary and secondary nodes as springboards for economic development. Aligns with Operation Mbo Goal No 7. Developmental Human Settlement.	Enable infrastructural and institutional development of primary node at the town of Nkandla	Provide electrification for households and businesses	Build a sub-station at Nkandla to boost electrical supply
			Ongoing infrastructural development of Nkandla Town	Complete an operational plan for the new multi-purpose centre
			Provide support for the Nkandla Cultural village	Complete a business plan for the village with funding proposals
		Enable infrastructural and institutional development of key secondary LED nodes	• Provide road access to Ntingwe and Qhudeni LED node • Provide road access to Ntingwe and Qhudeni LED node • Provide road access to Ekhombe Hospital and Qhudeni LED node	• Upgrade P-90 • Upgrade P-16 • Upgrade P-707

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national development objectives		Provide road access to key tourist sites	• Provide road access to Amatshensipizi guest houses • Provide road access to King Cetwayo Grave Site	• Upgrade D-1642 • Upgrade D-1599
	Exploit tourism opportunities. Aligns with Operation Mbo Goal No 6. Local Economic Development and job creation	Co-ordinate tourism strategy with neighbouring municipalities	Develop a medium term tourism strategy (Possibly very focussed around Nkandla Forest and Amatshensipizi – birding (e.g. aerial walks at Nkandla Forest), day trips to historical sites, hiking trails in forest, mountain biking and 4x4 trails in Nzuze valley – all with local guides)	Funding already raised - Advertise and appoint consultant and focus study
				Link with neighbouring tourist departments
				Advertise Amatshensipizi lodges for both tourism and business purposes
			Obtain buy-in from local Traditional Authorities and residents	Conduct meetings along planned tourism routes to educate residents about the programmes
	Protect and utilise natural resources. Aligns with	Promote forestry processing facilities at Nkandla	Work with the Department of Forestry to explore the feasibility of the disposal of state owned	Develop capacity to plan and execute a disaster management plan for forest fires

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	Operation Mbo Goal No 8. Land Reform and Agricultural Revolution and 6. Local Economic Development and job creation		forests. The emphasis is on PPPs to process forestry products with special support to the existing sawmill at Qudeni	Determine the feasibility of public – private partnerships in the disposal of Nkonisa and Qudeni
		Promote agro-processing facilities at Nkandla	Develop an agricultural strategy. Focus the study on adding value opportunities of the R11,000,000 "Agrarian Revolution" Maize and Beans programme at Nkandla	Funding already raised - Advertise and appoint consultant. Provide processing and/or market assistance for farmers who have achieved surplus production
			Provide support for Ntingwe tea estate	Facilitate community relations and assist to arbitrate in current land claim
			Provide support for Nkandla essential oils distillation facility	Provide technical and management expertise via the Trust. Provide funding for key machinery
			Provide support for DoA Poultry projects	Build a poultry abbatoir at Nkandla
	Facilitate job creation and skills development. Aligns with Operation Mbo Goal No 10. Harmonisation of NSDP, PGDS and IDP	Facilitate multiplier effects from EPWP projects through a comprehensive skills development programme	Maximise local benefits from the ARRUP roads	Convene a special working committee comprising the DoA Head of Nkandla District, the LED manager the Chairman of the PLC and the DoT project manager
				Jointly identify suitable dam sites
			Enable local contractors to tender for service delivery in government construction, housing, and	Maintain a database of all local contractors, including information about involvement in EPWP projects

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			agricultural projects	Link contractors with FET college to formalise their skills acquired on the job
	Build local participation in LED planning and implementation. Aligns with LTT Goal No 11. Public/ Community participation and 12.Good governance & Service Excellence	Business retention, expansion and new business attraction	Facilitate participation of local businesses and NGOs	Build capacity of the LEDA
			Link to the TIK Business Retention and Expansion Programme	Conduct a follow-up BR&E programme at Nkandla town
			Attract new businesses	Develop an incentive programme to attract new businesses to Nkandla
			Support governance programmes	Establish Ward Development Committees
				Get support for the Municipal Financial Management Systems, especially property rates tax
				Facilitate joint monitoring and evaluation of all line department projects at Nkandla
			Facilitate creation of Municipal Entities and Public Private Partnerships (PPP)	Train relevant municipal staff in the legal procedures for setting up PPPs
				Investigate the feasibility of a new shopping complex at Nkandla as a PPP

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	Link LED to social programmes. Aligns with Operation Mbo Goal No 2. Health and Social Support and 3. Community Wellness and Human Rights	Facilitate social cluster planning among Health and Welfare departments and NGOs working at Nkandla		Provide venue and chair meetings, facilitate in local political and community entry

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3.10.5 Nkandla Tourism Development Strategy

Consultation Process during the Tourism Strategy Development Public Participation Process identified attractions and potential attraction in Nkandla (i.e. there is a common view of the potential. Nkandla has a relatively high potential for agricultural production compared to other areas in close proximity. There is large under-utilized area of land that could be used for production. Basic infrastructure is available. However, supporting infrastructure (storage facilities, cool room etc) is required. The potential exists to build on existing specialized and unique production of tea and essential oils; however there is very little development around the existing pilot projects at present. Currently the access to markets is very limited. The local market is very small as a result of very poor economic conditions. However, good market potential is available within the province and internationally (essential oils). The majority of the local demand is for low cost produce and not for high value produce; the local market is very price sensitive as opposed to quality sensitive.

The status quo assessment and the follow up interviews with strategic roles players have highlighted the key building blocks of a strategy:

- The further development and support of the Essential Oils and Ntingwe Tea commercial ventures
- Business, technical and entrepreneurial training across the value-chain (including hawkers etc)
- The promotion of local production of locally consumed goods such as maize and beans
- Capitalization of local assets such as livestock and forestry through the commercialization of enterprises and the implementation aligned activities such as honey and mushroom production.
- Development of a Branding strategy to profile products produce in Nkandla
- Business Retention & Expansion Strategy

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Strategies	Tasks/Activities	Performance Indicator	Responsibility	Priority (H, M, L)	Timelines
Funding & investments	▪ Identify sectors & projects for funding ▪ Craft a Business case ▪ Develop & implement fundraising plan	▪ Projects & sector database ▪ Business case ▪ Fundraising plan	▪ LED Office	▪ High ▪ High ▪ Medium	To be set by Management
Business & community mobilisation	▪ Communicate LED Plan with Community ▪ Communicate BR & E plan ▪ Consolidate businesses needs for expansion ▪ Arrange shows, seminars, workshops & conferences	▪ Communication plan ▪ Shows, seminars, workshops & conferences conducted	▪ LED office Municipality management	▪ High ▪ High ▪ High ▪ Low	To be set by Management

Training & Development	▪ Conduct skills audit with a Plan ▪ Publicize database for training programmes & institutions ▪ Coordinate leadership & management courses	▪ Skills audit report & Plan ▪ Database for programmes	▪ Municipality management	▪ High ▪ Medium ▪ Medium	To be set by Management
Infrastructure development	▪ Segment & prioritise areas for infrastructural development ▪ Craft a business case ▪ Develop implementation plan	▪ Development plans ▪ Funding strategy	▪ Municipality management	▪ High ▪ High ▪ High	To be set by Management

Market development	▪ Prioritise sectors for development ▪ Coordinate international business partners with Ntsika ▪ Establish a database of products for import & export ▪ Facilitate strategic alliance workshops in line with ALGOA agreement	▪ Partnerships & alliances developed ▪ Plan for sector development ▪ Strategic alliance workshops conducted	▪ LED office in consultation with businesses	▪ High ▪ Medium ▪ Low ▪ Low	To be set by Management
Business development	▪ Implement productivity improvement in consultation with (PSA) Productivity	▪ Productivity improvement initiatives ▪ Performance management system	LED Office in partnership with businesses Municipality management Municipality	High Medium Low Medium	To be set by Management

	South Africa & businesses ▪ Assist with development of Business management skills ▪ Assist with development of performance management systems ▪ Advise businesses on continuous improvement initiatives	▪ Continuous improvement projects	management		
Workforce Pool	▪ Identify work force requirements for businesses ▪ Develop workforce database	▪ Workforce database	Municipality management in consultation with businesses	Low	To be set by Management

Economic development forum	▪ Formalise economic development leadership forum representative of business sectors ▪ Develop terms of reference (TOR) ▪ Implement the forum	▪ Community economic forum	Municipality management in consultation with businesses	High High High	To be set by Management

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3.10.6 Public Private Partnerships

Ntingwe tea

The Ntingwe Tea Estate was initiated in 1990 by Ithala Bank (then the KwaZulu Finance Corporation) on land previously planted to formium Tenex, and in response to the collapse of this industry in South Africa. R37 mil has now been invested in the estate 280 ha had been planted of which 180 ha were mature enough to be harvested. A small tea factory on the Estate is fully operational. A further R19 mil is needed to develop the remaining 320 hectares and expand factory lines. At full production, the estate has the capacity to employ 1200 full time workers and many more seasonal pickers. A one of the few surviving clonal estates in the world, tea commands premium prices, being sold to Taylors of Harrogate. The quality is ranked in the top ten teas of the world. The estate has generated many spin-off opportunities, including road, electrical and communication infrastructure, improvement of local schools, informal industries (sewing overalls) and an out-grower component. The out grower scheme will support neighbouring farmers (within 15 kilometres radius) to produce tea around their own homesteads. Sixty farmers have registered to become out-growers, 8 are already producing tea, 27 more are scheduled to begin planting this year.

3.10.7 Nkandla Essential Oils

The Nkandla Essential Oils project was initiated in 1999 under the auspices of Oxfam GB. Oxfam was looking for a robust crop with a proven market demand, which had a relatively high value per critical input (management, labour, land area, and water). After Oxfam withdrew from KwaZulu-Natal in 2003, the project formed a trust (Ikusasalethu) which took over the management with the help of a private mentor. The project is now the major out-grower scheme in the area and the second largest producer of geranium oil in the province. There are now 145 farmers growing herbs with more than 650 farmers on a waiting list via the Department of Agriculture's Asikheni Farmers Association and trustees communities meetings held in 200/06. Oil (organically certified) is sold on the export market at premium prices. The National Development Agency and Uthungulu have committed funding to a local factory, which will service a 12km radius around the town of Nkandla. Other sector departments are in support of this project.

3.11 Socio Economic Development

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3.11.1 Draft Sports and Development Strategy

The municipality has developed the strategy of Sports and recreation; this is a plan that aims to guide the sport and recreation in the next three to five years. The strategy can be simplified as a process through which mechanisms are offered for individuals to access all forms of sport involvement, whether as a player, official, coach or administrator, and covers from foundation to elite levels of sport. This plan aims to provide opportunities for participation in sport for all areas of the community. By promoting and providing quality activities and opportunities for people to take part in sport, sports development reaches many people who do not have an active lifestyle due to a number of barriers. Objectives are as follows:

3.11.2 Mass Participation

The participation in sport and recreation provide benefits to citizens of Nkandla.

- Lack of trained and qualified sport officials and administrators within the local federations prevents sport development in Nkandla from experiencing skilled level improvements in all codes of sport.
- Lack of disabled athletes participating in sports, interventions will be addressed in rectifying this challenge.
- The municipality will prioritize the training and development right across all sport codes.
- Furthermore the disability school sport forum will be integrated into the strategy of the Nkandla Sport Confederation.

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3.11.3 Club Development

Clubs must play a pivotal role in delivering sport activities in the society that is why the Nkandla Sport Confederation is the custodian of all sports in Nkandla. The sport strategy aims to integrate all sports activities this function will be facilitated by the local federation. Currently there is a strong presence of associations in over 13 sporting codes and there is a need to train and develop some of the clubs as they do not have existing active structures. The disable sport forum will be part of the sporting clubs which have disabled athletes; it must be represented by its members in the Nkandla Sport Confederation.

3.11.4 Facility Management

Sport facilities are a major concern; there is a lack of good quality and maintenance of sport facilities in Nkandla. Intervention to this challenge the municipality in partnership with Department of Sports and Recreation has appointed facilities personnel and Facilities Manager respectively. Comprehensive facility development strategy must be driven by the Nkandla Municipality in partnership with its stakeholders such as the provincial Department of Sport and Recreation and the Nkandla Sport Confederation. Sport facilities must be well managed in a manner that accommodates more than one sporting code. This will reduce the number facilities needed and it will increase and maximize the usage of one facility.

3.11.5 Funding and Sponsorship

Municipalities exist to provide basic services to the people, the provision of services is prioritized and sport is not a key priority service. This can be interpreted as there is no sufficient budget allocated to serve all sport codes in the area. There are stakeholders that are available to assist in sports namely, Department of Sport and Recreation; NGO's; local and national businesses and other provincial and national sport federations. Significant amount of funding is spent by stakeholders in the development of sport in Nkandla and the responsibility of channeling the funds to produce required results lies with the Nkandla Sport Confederation and the municipality. Comprehensive Facility Development Strategy will address this point in more details.

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3.12 Integrated Early Childhood Development

The municipality in conjunction with UNICEF embarked on a research that led to the development of Local ECD Strategy on children matters. Nkandla Municipality with its council is committed to the implementation of the ECD strategy. As part of the implementation the UNICEF has developed an OVC programme that includes establishment of child care for a. The partnership between the municipality and Department of Social Development is ongoing with regards to Early Childhood Facilities.

ECD VISION

By 2014 Nkandla as a whole will be a national and international recognized safe, naturally attractive area to work, live and invest in"
It will have accessible and good basic services with growing and sustainable economy, characterized by low unemployment rate, growing formal and informal businesses with a skilled workforce, which is involved in the creation of wealth and eradication of poverty. Its citizens, particularly children, will be proud and full of ownership of the development initiatives in the area. All this to make our children to have a brighter future and to make Nkandla a better place for children of all ages. This is the vision that has been guiding the municipality in all matters regarding Early Childhood Development in Nkandla. This plan will be reviewed to measure the progress made on ECD thus far:

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Development Objective	ECD Projects	Budget
To promote self-sustenance through capacitating Nkandla's community, with emphasis on vulnerable groups	Capacitating ECD Practitioners	Operational Budget
	Implementation of OVC Program	
	Training & Support of Child Care For a	

3.13 Library and Information

The municipality in partnership with Department of Arts and Culture provides day to day operations of the municipal library services to the citizens of Nkandla. This includes Cyber Cadet initiative.

Development Objective	Library & Information Services	Budget
To promote self-sustenance through capacitating Nkandla's community, with emphasis on vulnerable groups	Schools Outreach projects	Operational Budget Grants
	Schools Orientation projects	
	Book Exchange – Update Library	
	Computer Skills Development	

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	Community Internet Café	
	Public Photocopying	
	Career Guidance	

3.14 Disaster Management

Nkandla municipality in partnership with the district is on a shared service agreement t with Rural Metro. The shared service is administered by uThungulu District Municipality and this only covers fire disasters. For winds and storm (including lighting) and other disasters. Nkandla Municipality in partnership with uThungulu District Municipality, Department of Social Development and other service providers e.g. NGO and NPO and sometimes business people do provide assistance during disaster. Additional Fire Fighters form the Department Of Public Works in partnership with Working in Fire are on site to give support in case of fire since Nkandla is the victim during fire season. With regard to other disaster matters the municipality is providing minimum disaster assistant to the community due to financial constraints and financial position of the municipality.

3.15 Vulnerable Groups

The municipality provides for the needs of the below mentioned vulnerable groups this is prioritizes by municipality, as a results these items are on the budget on annual basis.

- Disability
- Orphans
- Youth
- Gender Empowerment
- Senior Citizen

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3.15.1 Disability Strategy

1. ECONOMIC	Assets, Land Rights, Inheritance Rights, Savings, Investment, Employment, Income, Access to credit for people living With Disability
2. SOCIAL	Respect for basic rights at Home and at workplace, Decision Making, Education, Marriage, Reproductive Rights for people living with disability
3.PSYCHO-SOCIAL	Security, Self Confidence, Self Esteem, Response & Recognition in society For People Living Disability
4. POLITICAL	Participation, Voting, Freedom of Speech, Knowledge of Legal Rights for people with disability.

3.15.2 Execution Plan

ACTIVITIES	INPUT	OUTCOMES	INDICATORS
Train the trainers on wheel chair repairs and spare parts	1.Identification of service provider 2.Identification of 2 people with disability to be trained as trainers 3. Transport 4. Accommodation	2 People with disability will be trained and receive certificates	2 people with disability are trained and received certificates
Training of 3 people with disability to repair wheel chairs	1.Identification of 3 trainees 2.Spare parts 3.Tools (3 sizes of spanners 13, 17 and 19 & 3 vice grips)	3 People with disability will be trained	3 people with disability are trained

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(Theory and Practical training)	4.Flip charts 5.Koki pens 6. Hand outs 7. Meal 8. Lubrication i.e.Q20		
Wheel chair repairs and maintenance	1. Database of people using wheel chairs per ward. 2. Database of people need wheel chairs per ward 3. Employment of 5 trained people with disability to repair & maintain wheelchairs at ward level 4. Purchasing of Spare parts, lubrications and tools 5. Identification of wheel chair Repairing workshops venues at ward level with the focus on Developmental nodal points	1.Database of people using wheelchairs will be developed 2. Database of people need wheel chairs will be developed 3. 5 People with disability will be employed 4. Spare parts and lubrications will be purchased 5.Wheelchairs Repairing workshops venues will be identified	1.Database of people using wheelchairs developed 2. Database of people need wheel chairs developed 3. 5 People with disability are employed 4. Spare parts and lubrications purchased 5.Wheelchairs Repairing workshops identified

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3.16 Socio Economic Development and Local Economic Development MTEF Budget

Social Services	2013/2014 (R)	2014/2015 (R)	2015/2016 (R)
Local Economic Development	3 000 000	3 162 000	3 332 748
Youth Development	650 000	685 100	722 095
Women Empowerment	280 000	295 120	311 056
Integrated Early Childhood Development	250 000	263 500	277 729
Sports and Recreation	750 000	790 500	833 187
Library and Information Services	425 000	447 950	472 139
HIV/ AIDS	300 000	316 200	333 275
Community Safety	550 000	579 700	611 004
Disability	400 000	421 600	444 366
Senior Citizens	100 000	105 400	11 092
Public Participation	800 000	843 200	888 733
Public Facilities	600 000	632 400	632 400

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SECTION D
STRATEGIC PLANS

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4.1 Vision

The vision of the municipality was developed in 2011 soon after council inauguration. The vision should determine the long term plans of the municipality and it should contains strategic direction of the institution. This can be summarized in few words or it should be stated in a detailed statement. In most organization a vision can never be reached, it shifts from time to time. Nkandla municipality in its strategic plan resolves that the following statement be regarded as its vision:

To be a high performing rural municipality driven by continuous improvement of Nkandla citizens

4.2. Mission

Mission in simplest terms can be regarded as what an institution will do to achieve its vision, this statement should answer the how part in questions that may arise from its vision. The mission statement give answers to the questions in the vision but not everything can be answered in a mission statement. Detailed information on how to drive the undertaking towards its vision can be defined in the implementation plan. Nkandla Municipality renders effective service delivery encompassing nature and heritage to ensure poverty alleviation, sustainable economic growth and development

4.3 STRATEGIC OBJECTIVES

The strategic objectives of Nkandla municipality are linked and developed to the KwaZulu Natal Key Performance Areas. This was used as a guideline, comparison to the situational analysis of the area was considered. Six strategic objectives are as follows.

Municipal Strategic Objectives

- To enhance service delivery through capital development
- To improve Institutional efficiency through adequate systems and effective internal controls
- To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks
- To promote local economic development through integrated human settlements and sustainable environmental management
- To improve the quality life through social infrastructures development.
- To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.

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SECTION E
STRATEGIC MAPPING

5.1 Economic Development Nodes

The maps presented below are the strategic development maps that the municipality plans to develop in the near future. These maps include the nodal points that need to be unlocked for the development to take place in Nkandla as whole. The municipality is looking for relevant stakeholders that may come in, to assist in fast tracking the development priorities as presented to the following Nkandla Town is the only urban node within the municipality serves a vital function to communities within the entire municipal area and the structured planning and compaction of the town on limited land resources is important for continued growth and functioning. The developments plans differ from nodes to nodes. Other maps will be contained within the Spatial Development Framework on annexure section. Plans are in place to rehabilitate the town including interventions by the provincial department and the district to beautify the town and demolish/remove illegal structures in partnership with the Uthungulu District Municipality.

In terms of the functions assigned to a Main Economic Development / Services Node, Nkandla will have to:

- Serve as municipal administrative centre;
- Provide services and opportunities to higher density settled areas such as Machubeni, Ndweni, Mqubeni, Madiyani, Mjahweni, Emaromeni and Ngwegweni;
- Contain residential accommodation, financial services, health services, communication facilities and SMME facilities;
- Serve as a transportation node, specifically geared towards passenger services; and
- Serve as the locality for the establishment of infrastructure such as sports facilities, cemeteries, landfill sites, and so forth.

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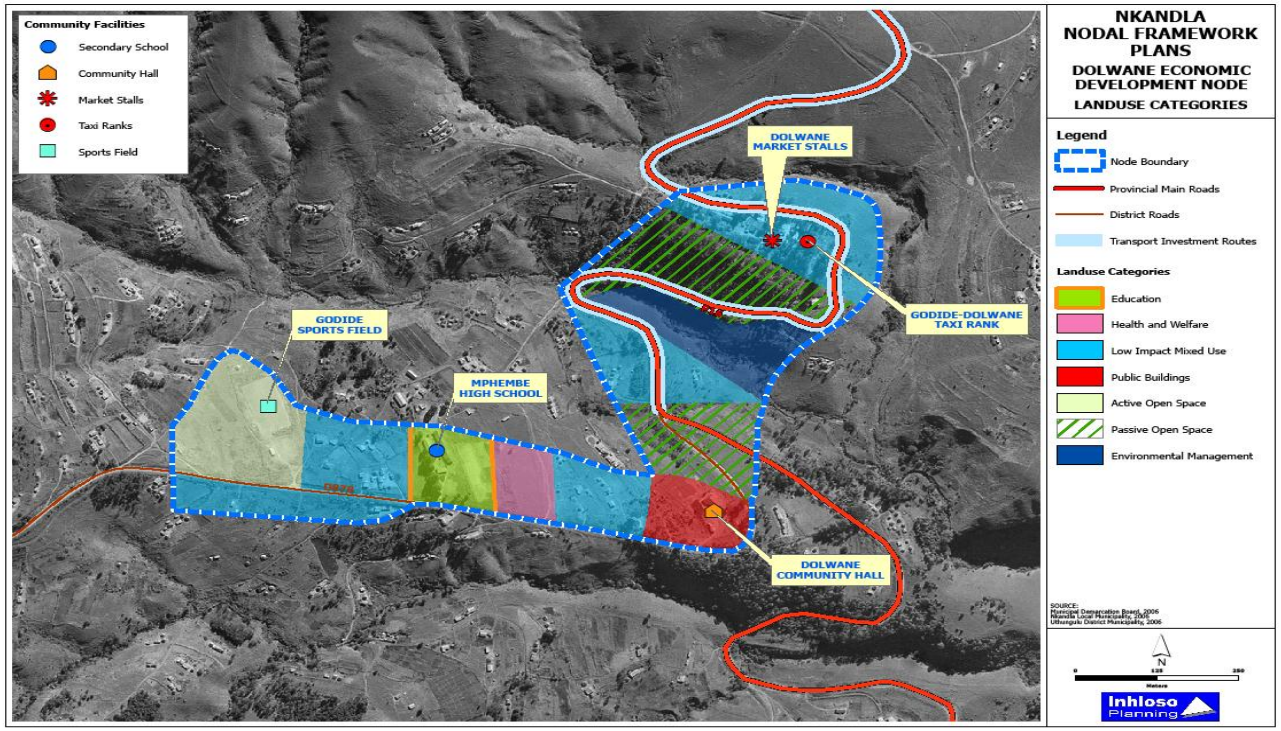
5.2 Primary Node Development Plan

5.3 Nkandla Urban Edge

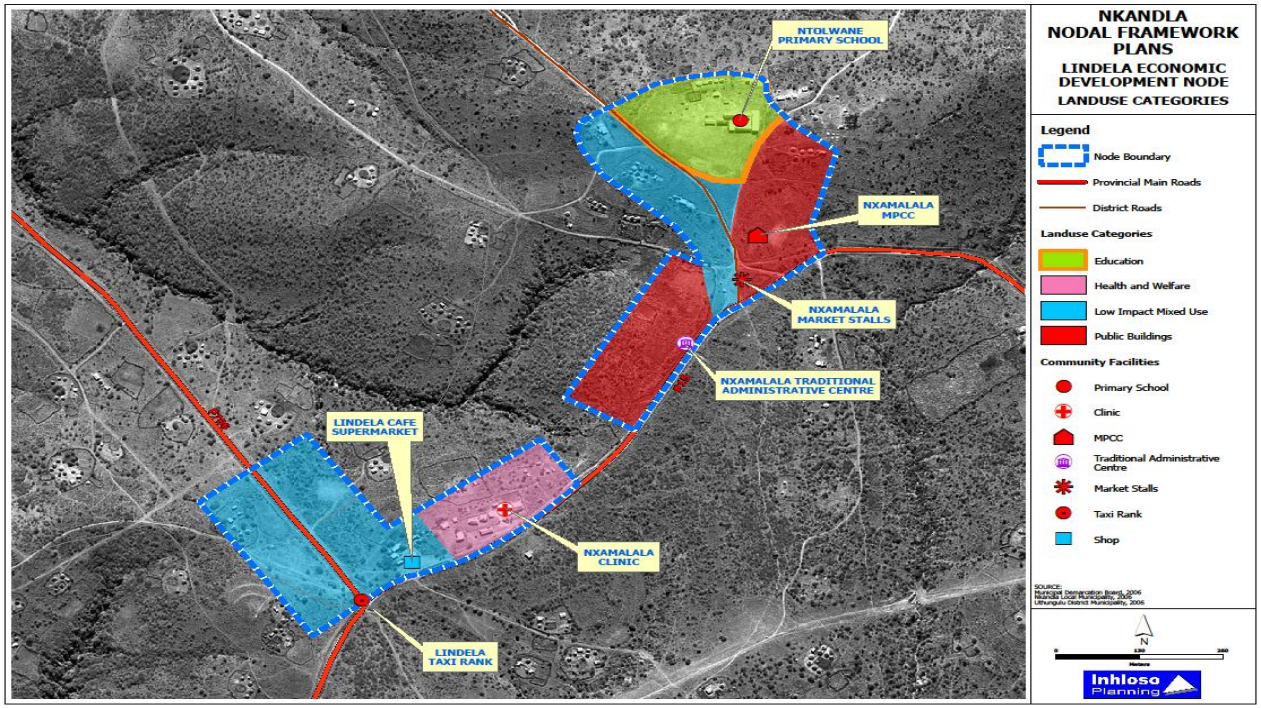
5.4 Chwezi Node

5.5 Dlolwane Node



Dlolwane is centrally located in the western sub-region of the municipal area just to the west of the P16-2 Road where the P16-2 and the P90 tourism route join. The Dolwane Economic Development node is situated at an important junction between Jameson's Drift, Esihosheni, Maphutini and Qhudeni Nodes. As is evident from the Water Services Plan, the node and surrounding areas, is well serviced with water. However, electricity provision is only evident to some existing land uses in the node with high backlogs in electricity provision in the rural hinterland. The node itself is relatively constrained in terms of suitable land for future development, as a result of the undulating topography

5.6 Lindela Node



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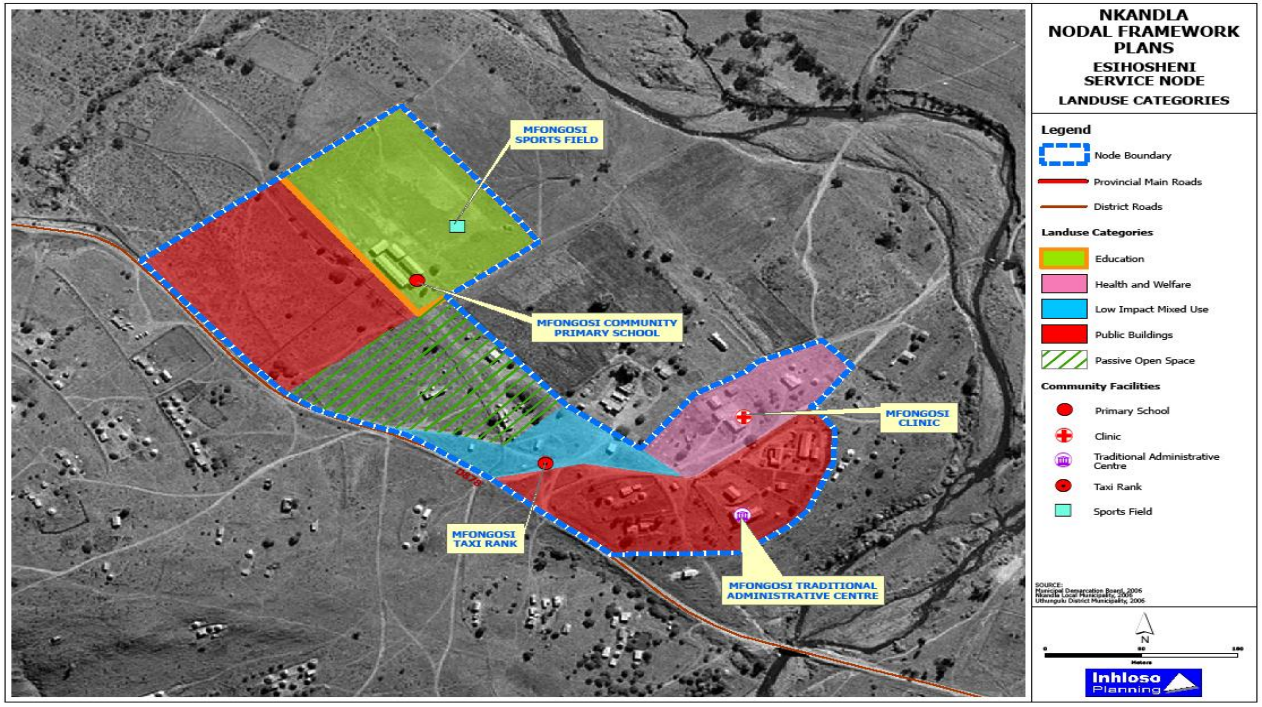
5.7 Qhudeni Development Node

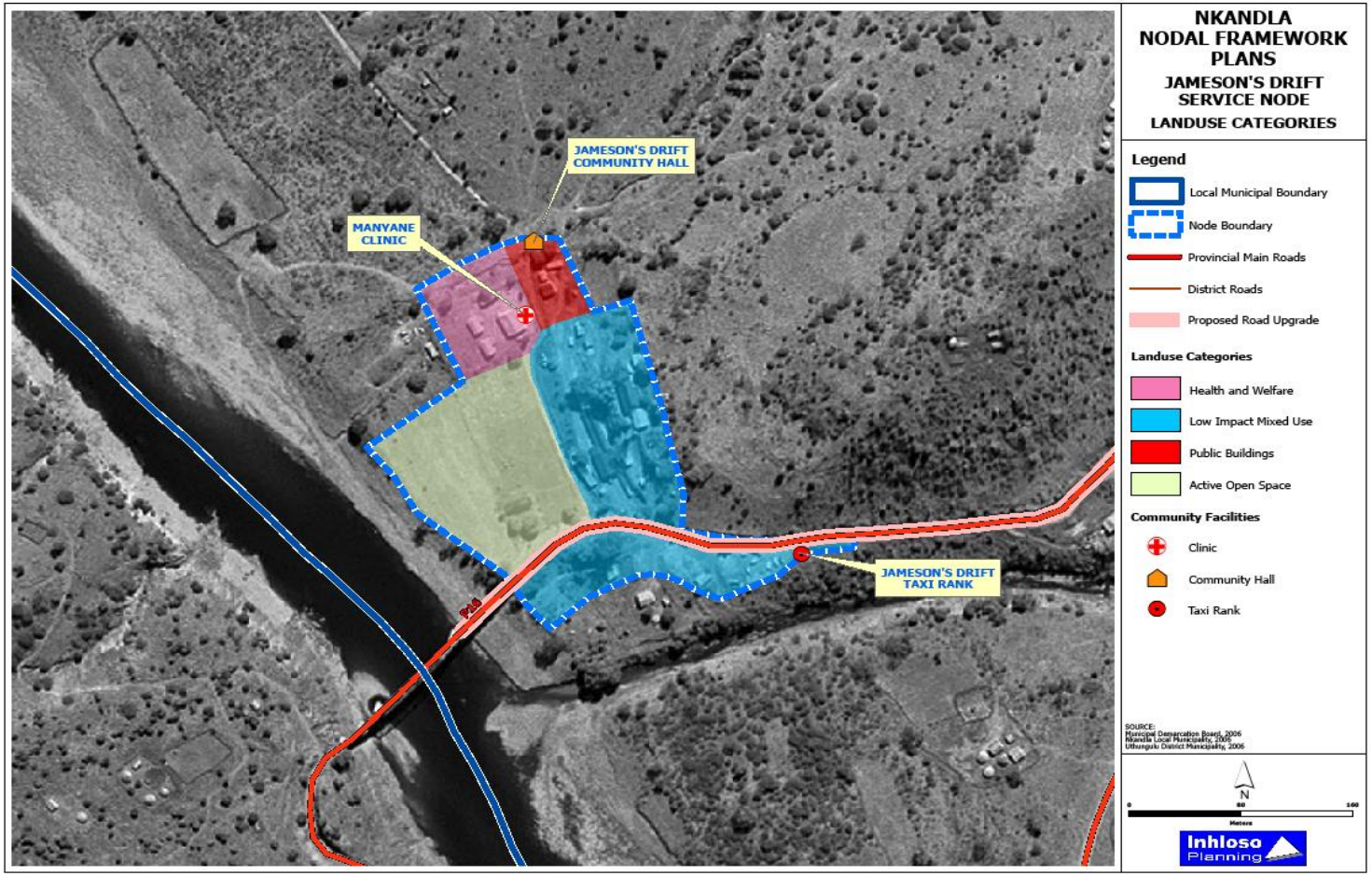
Although Qudeni is mentioned within the Nodal Development Framework for Nkandla, it is not discussed within the document itself, as a separate development framework was compiled for Qudeni. This information is not available for perusal and can therefore not be incorporated into this SDF. The proposals that follow are thus based on information gathered through consultation with the municipality and other stakeholders. Apart from Nkandla, Qudeni is the only node with Formal Registered erven, which are all registered in the name of Department Land Affairs (Now Rural Development & Land Reform). The diagram below depicts the boundaries of Qudeni

5.8 Esihosheni Node



Esihosheni Service Node is located in the western portion of the municipal area. Access to the node is via the D878 gravel District Road. The route to Esihosheni Node from Dlolwane is characterized by a very scenic mountain range to the north of the road. The node is well served with water infrastructure which also includes part of its rural hinterland. Electricity provision is limited to the essential land uses in the node itself, with the rural hinterland still facing electricity reticulation backlogs. The availability of suitable land for further development is relatively scarce in light of the undulating topography and slopes, as well as flood plain.

5.9 Jamsons drift node



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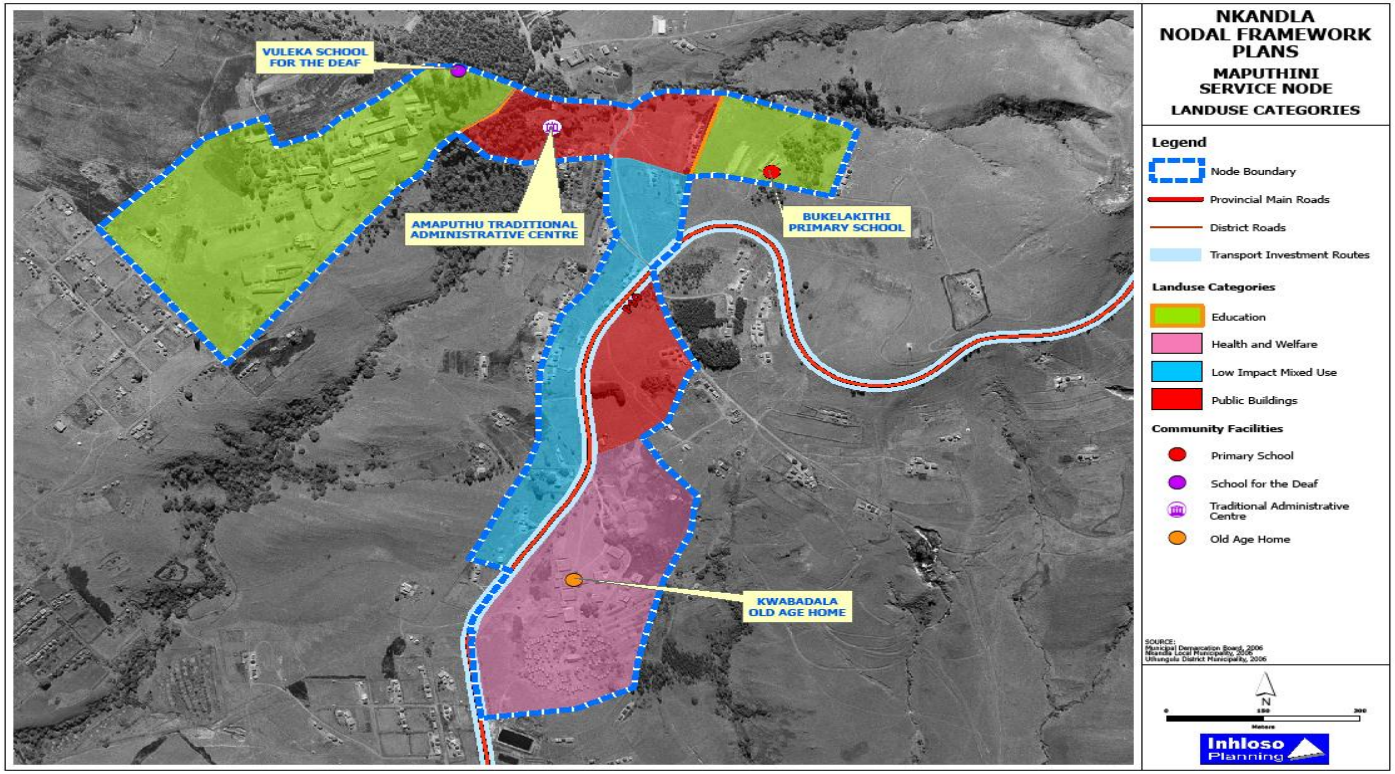
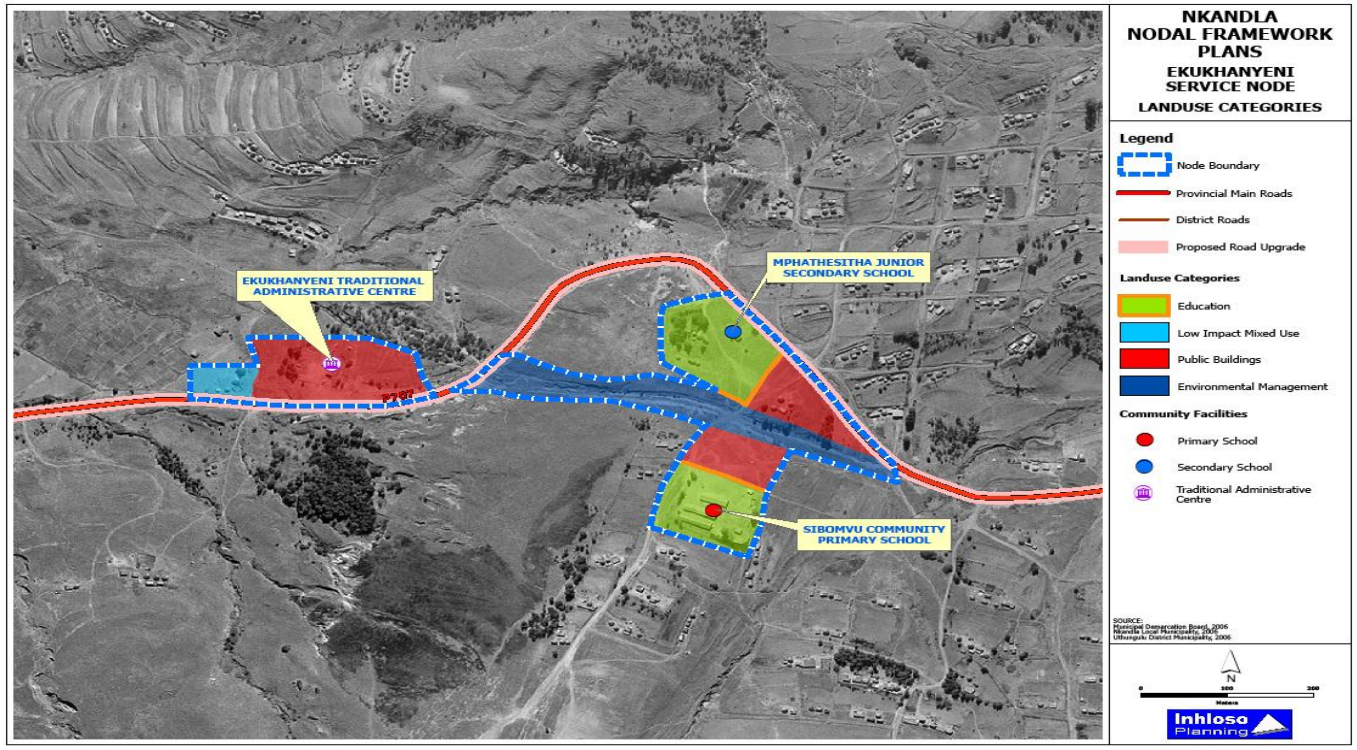
5.10 Maphuthu Node



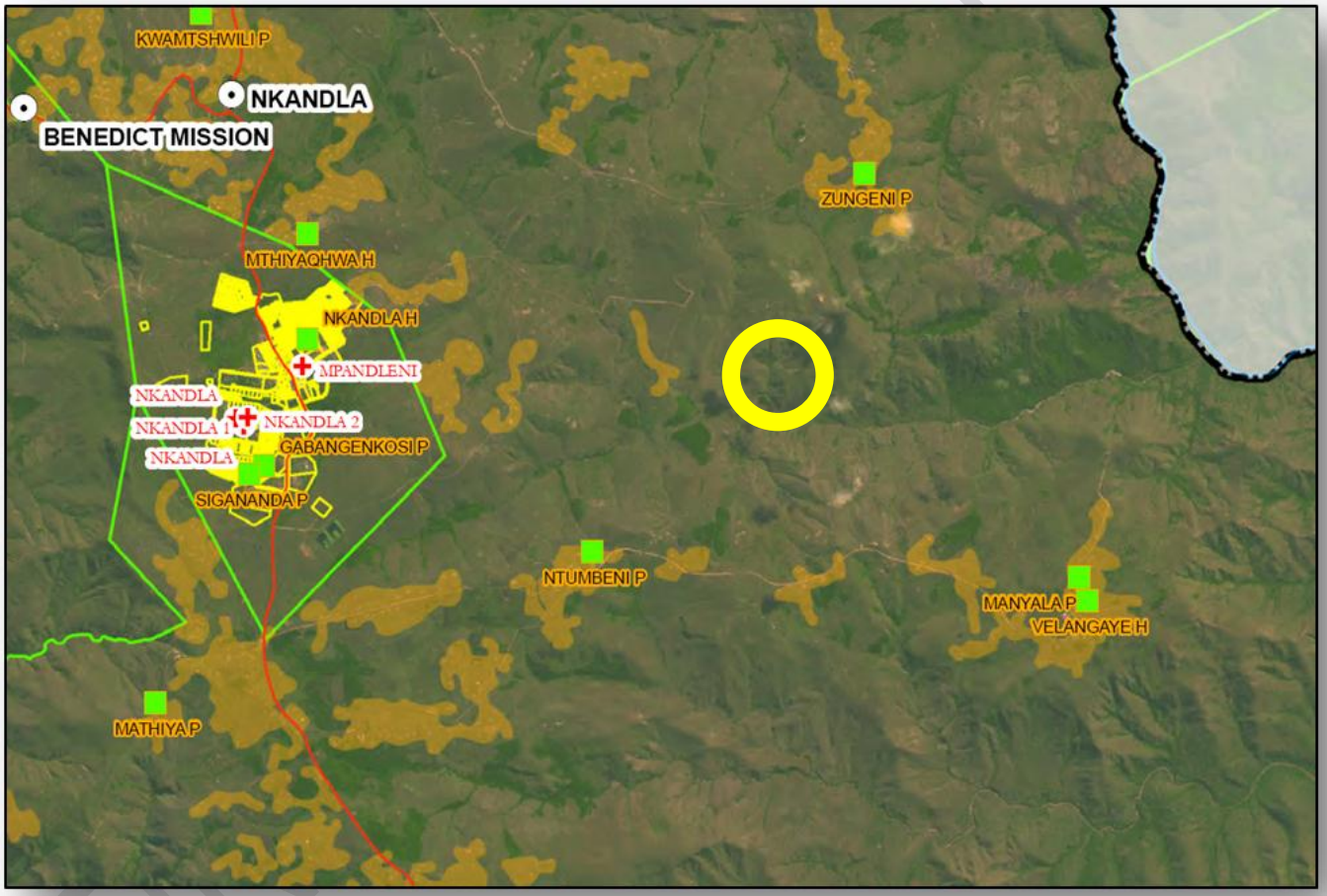
Maputhini Service Node has strategically been identified due to its proximity to the P50 main transport investment route, Nkandla Town, the Nkonisa Commercial Forest, the proposed P90 Tourism Node, as well as the agricultural investment area to its north. The node has very few desirable land uses. One of the well-known land uses in the node is the Vuleka School for the Deaf. The node is also home to the only old age home, evident at a node in Nkandla, namely the KwaBadala Old Age Home. The node and its immediate surrounds are well served with both water and electricity.

5.11 Ekukhanyeni Node

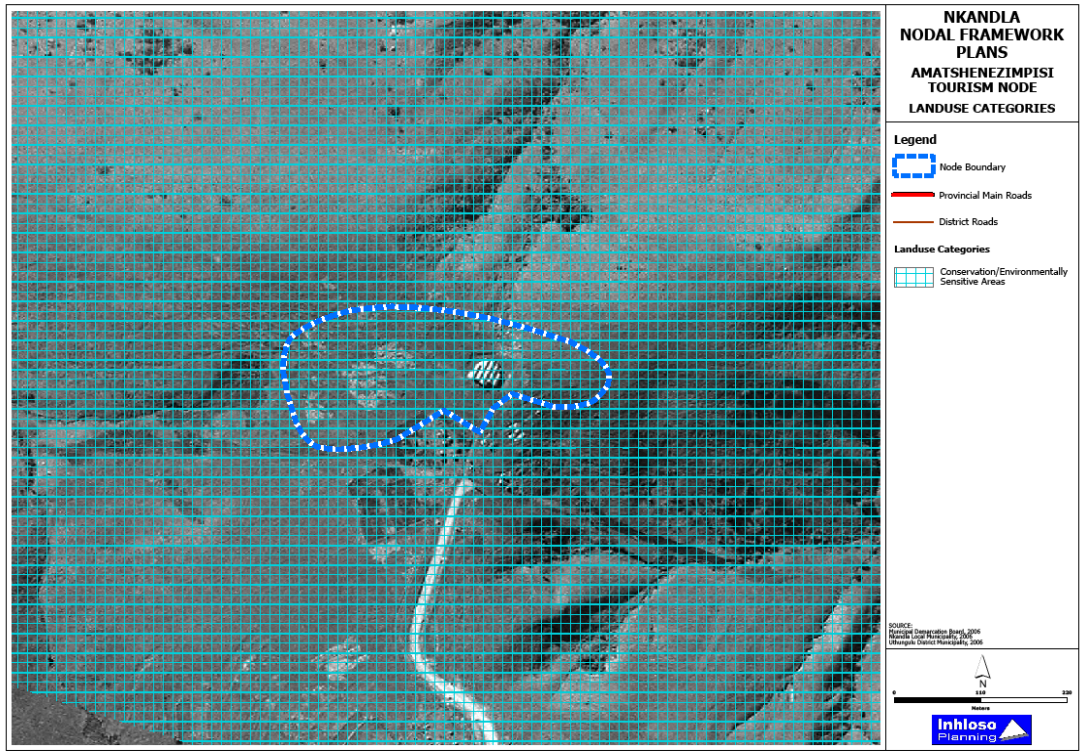
Ekukhanyeni Service Node is located along the P707 which is an alternative route to Qhudeni. It has been strategically identified due to its proximity to the P50 main transport investment route, and the agricultural investment areas to its north and south. The node is characterised by an undulating topography with denser settlement on the hillsides on both sides of the road. Further, existing land uses are also relatively scattered along the P707. As with the proposed Economic Development Nodes, it is also crucial that the identified Service Nodes are provided with sufficient basic infrastructure (water, sanitation and electricity). Suitable land for future development is relatively scarce. Social facilities, such as the Cemetery and Sogodi Primary School, as well as some tuck shops, are dispersed along the P707.



5.12 Amatshenezimpisi Tourism Node

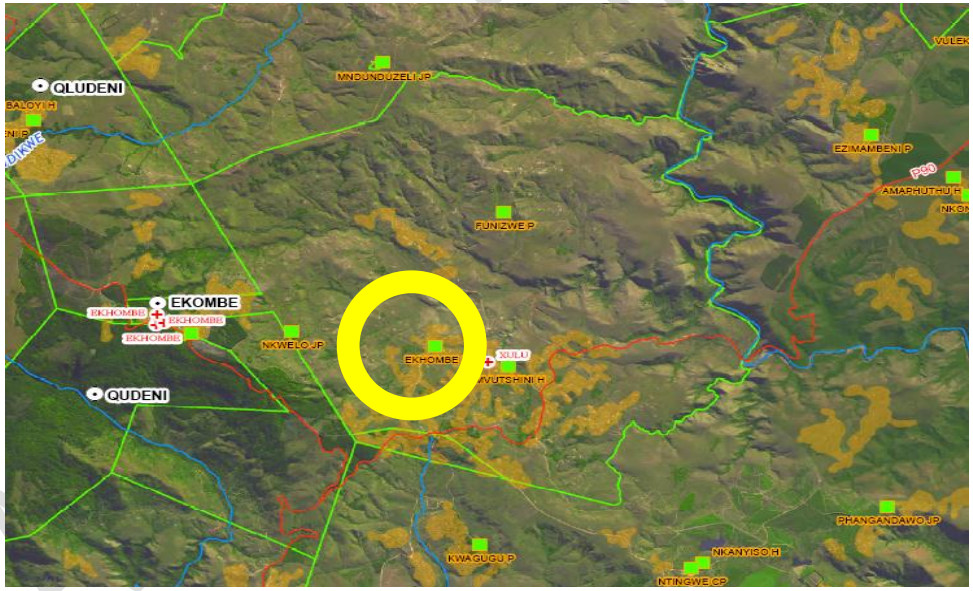


5.13 Amatshenezimpisi Node



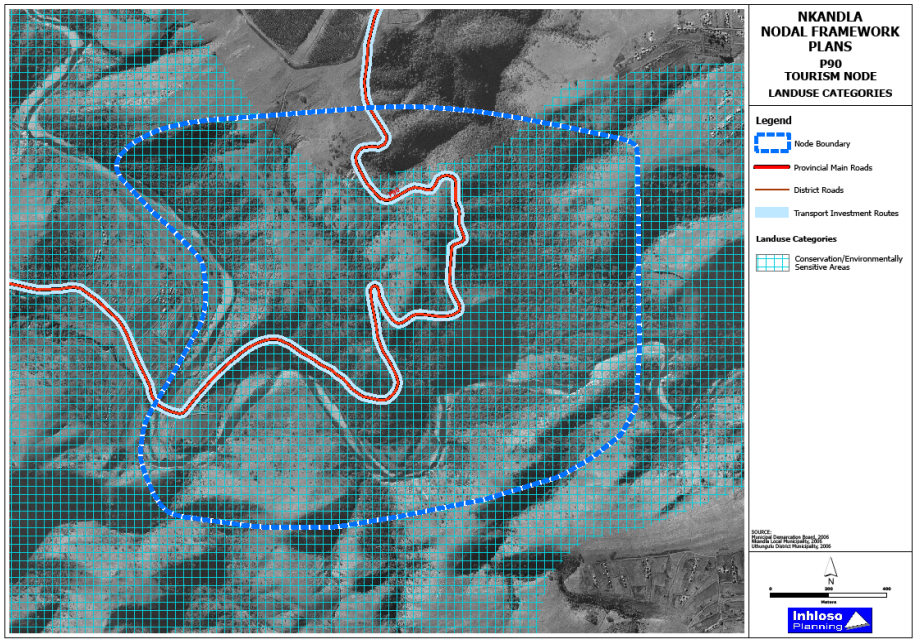
A Land use at the Amatshenezimpisi Tourism Node includes:

- 4 Self-Catering Chalets;
- Community Hall;
- Communal Washing Area; and
- Accommodation for staff.



The node is characterized by breath-taking views. The node is currently not developed, but could offer excellent opportunities for tourist related development, such as chalets that blend in with the natural environment and walking trails. A walking trails can be developed at chalets (or camping areas) can be located at say 10kms intervals. The node is not served with any infrastructure.

5.14 P90 Node



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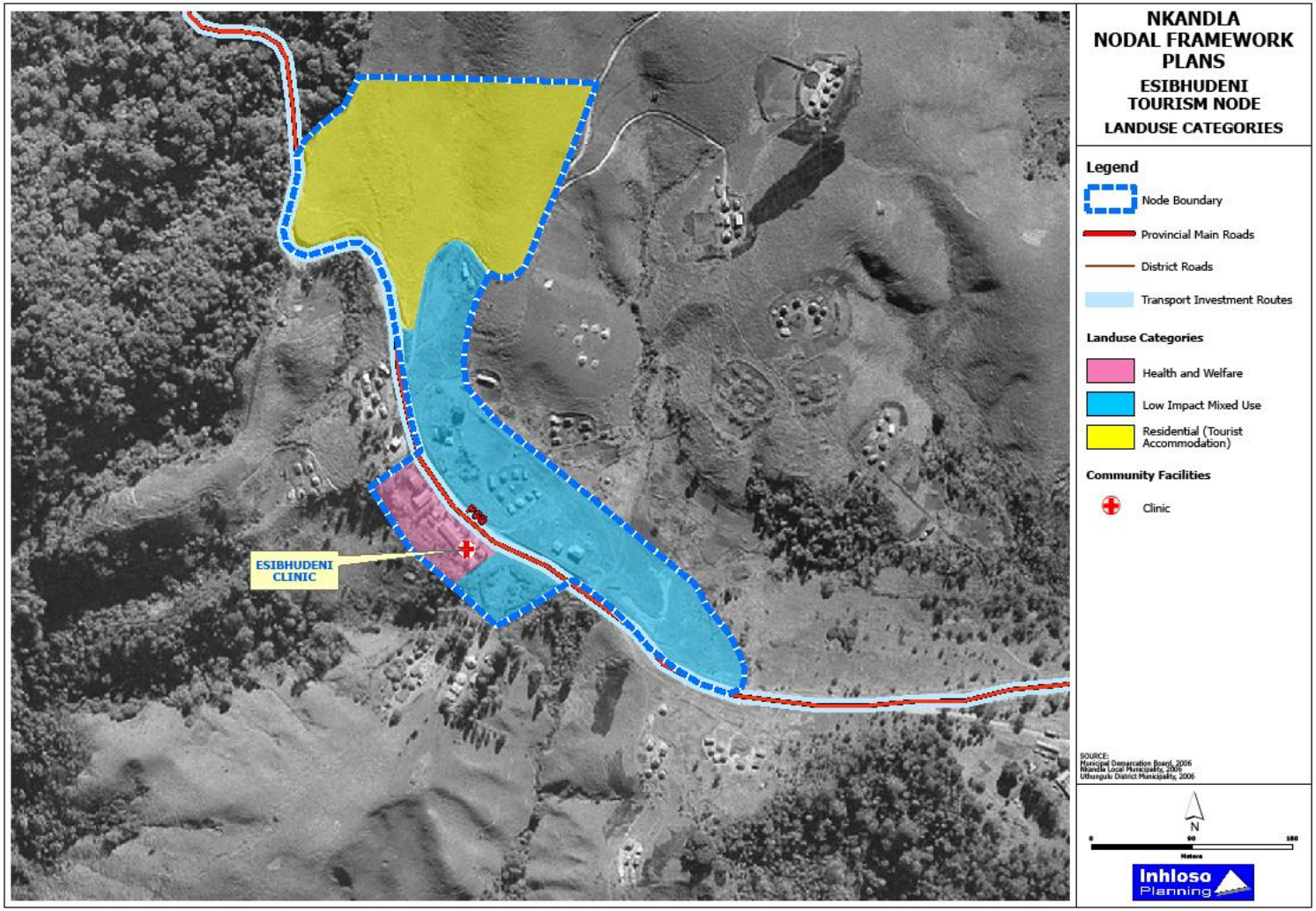
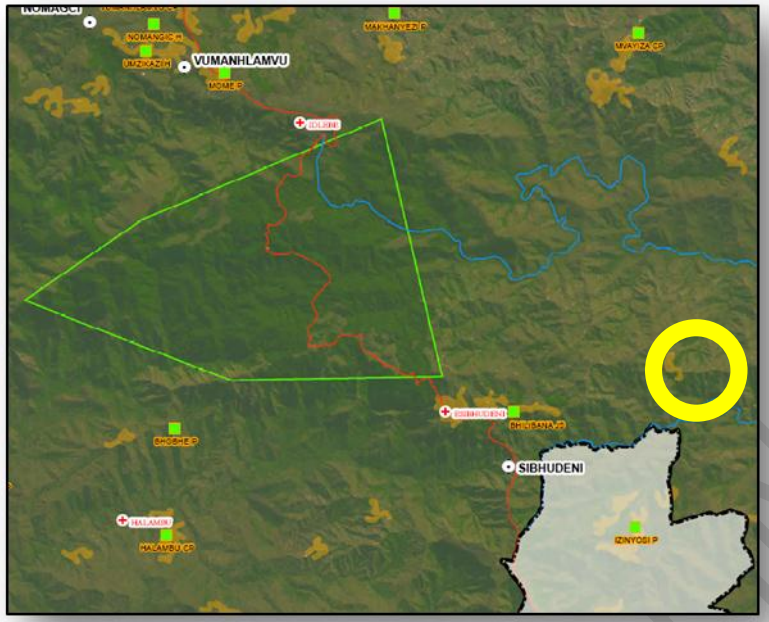
5.15 Esibhudeni Node



Esibhudeni Node



The node is strategically located at the southern entrance to the Nkandla Forest Reserve. Apart from the Nkandla Forest Reserve, there is a number of other tourism attractions in close proximity to the Node, such as King Cetshwayo's Grave Site. Opportunities exist to link the provision of tourism facilities with the Nkandla Forest Reserve (such as accommodation, commercial facilities, an Information Office, restaurants, etc.). The node is served with a clinic, as well as water and electricity. Due to the undulating topography, the rural settlement pattern is scattered settlement.

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5.2 Execution Strategy

5.2.1 To enhance service delivery through capital development

Focal Area	Performance Indicator	Responsibility	Consultation	Support	Start	Finish
Attraction and retention of skills	Develop Staff attraction and retention policy and Strategy	Director Corporate Services	Council	Officials	01 Jan 2012	31 March 2014
Capacitating staff and councilors	Review Training and Development Policy Roll out change management programs Develop a customer-focused workforce	Director Corporate Services	Council	Staff and Councilor's	01 April 2012	30 June 2014
Enhance Sound Labour Relations	Facilitate functioning of Local Labour Forum Develop and maintain a system to ensure consistent	Director Corporate Services	Council	Staff and Councillors	01 July 2012	On going

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	compliance with labour laws					
Comprehensive HIV/AIDS & other communicable diseases initiatives	Implementation of HIV/AIDS & Health Awareness programmes Functioning Local Aids Council in place (monthly sittings)	Director: Community & Economic Development	Community, Office of the Premier, Department of Health	Communit y	1/1/12	30/6/16
strengthen programs on technological advancement	Conduct skills audit on information and technological application Development and	HR	Council Staff	Councillors Staff	Januar y 2012 May 2012	April 2014 Ongoing

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	delivery of intervention programmes					
To promote citizen empowerment	Develop civic education programmes Promote public participation	Communications	Amakhosi Councillors	Community	January 2012	Ongoing Ongoing

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5.2.2 To Enhance Revenue, Expenditure Control and Utilization of Municipal Assets through Sound Financial Management In Accordance With Applicable Legislative and Regulatory Frameworks

Focal Area	Performance Indicator	Responsibility	Consultation	Support	Start	Finish
Compliance	Develop Risk Management Policy Develop Anti-corruption plan Capacitate Councillors and Officials on compliance issues and importance of implementation of policies. Review MPRA Policy and By-laws. Ensure adherence to SCM policy Develop a system to monitor consistent legal compliance	CFO	Provincial Treasury COGTA Council		January 2012	June 2017

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Revenue Enhancement	Develop comprehensive revenue growth strategy Proper Credit Control and debt collection systems Efficient Traffic Law enforcement revenue collection Implementation of MPRA -Generate new Valuation Roll -Increase number of rateable property Develop investor confidence- boosting strategies	CFO	COGTA/ Human Resources Council Community		July 2012	June 2017
Cost-reduction interventions	Develop a fleet management system Develop asset register Verify assets on quarterly basis	CFO	Council Officials		January 2012	June 2017

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5.2.3 To create a conducive environment for socio-economic growth through quality infrastructural development

Focal Area	Performance Indicator	Performance Indicator	Responsibility	Consultation	Support	Start	Finish
Provision of basic services	Electricity	Provision of electricity to 15, 000 remaining households by 2017	Director Technical Services	Department of Energy Eskom	Councilors Amakhosi Community	01/07/2012	30/06/2017
		Intensive Maintenance & conversion of town electricity infrastructure				01/07/2017	30/06/2015
	Waste Management	Development of integrated Waste Management Plan		Department of Environmental Affairs Uthungulu District	councilors Amakhosi Community		
		Collect and dispose waste (town & Ekhombe Hospital) Provision of sanitation (toilet system)					
Upgrading of access roads, construction of causeways & social infrastructure	Up-grading of access roads	Up-grading of 200 km access roads by 2017	Director Technical Services	Cogta Department of Sports & Recreation	Councilors Amakhosi Community	01/07/2012	30/06/2017
	Construction of causeways	Construction of 10 causeways					

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		by 2017		Department of Transport			
	Construction of social infrastructure	Construction of 5 sporting facilities by 2017					
		Up-grading of 5 sporting facilities by 2017					
	Construction of CSCs Establishment of cemeteries	Construction of 10 Community Service Centre by 2017					
Enhance ICT infrastructure	Develop ICT Plan		Director Corporate Services	Council	Staff and Councillors	01 July 2012	31 December 2013
Housing Development	Housing Development	Review the Municipal Housing Sector plan annually	Director Technical Services	Dept of Human Settlement	Councillors Amakhosi	01/07/2012	30/062017

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		Facilitate the provision of 6, 000 housing units by 2017 (according to Housing Sector plan)		Dept of Rural development Dept of Environmental Affairs CoGTA	Community		

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5.2.4 To promote local economic development through integrated human settlements and sustainable environmental management

Focal Area	Performance Indicator	Responsibility	Consultation	Support	Start	Finish
Implementation of small town rehabilitation programme	-Installation of designer street lights - Upgrading of P50 road -Development of landscaping plan	Municipal Planner	COGTA ESKOM DOT Council Community Business	Community	1/1/12	30/6/17
Promote investor confidence	Development of investment strategy Profile and market Nkandla as an investment destination	LED Manager	Community, Council TIKZN DTI DEDT Business	Community	1/1/12	30/6/17
Nodal Points Development	Number of nodes	LED Manager	All relevant stakeholders	Council	1/7/2012	30/06/17

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Promote Tourism	-Review of the LED strategy Commercialization of Tourist attraction sites (King Cetshwayo's Grave, Mome Gorge, Inkosi Sgananda's Grave, Nkandla Forest, Qhudeni Forest)	LED Manager	KZN Tourism DEDT Business Council Community Amagugu Heritage	Community	1/12/12	30/06/14
Economic empowerment of vulnerable group (women, children, youth, senior citizens, people with disabilities)	-Development of vulnerable groups economic empowerment programs -Form partnership with DWCPD	Director: Community & Economic Development	DWCPD Council DEDT Business	Women, Children, Youth, Senior Citizens, People with Disabilities	1/1/12	30/6/16

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Development and capacitation of SMMEs and local entrepreneurs	-Delivery of capacity building programmes including an empowerment plan for SMME -Form strategic partnerships and alliances with developmental agencies and developmental financial institutions (DFI's)(e.g IDC,Business Partners,SEDA, NYDA, Ithala, NEF, and related.) -Promotional plan for women owned enterprises.	LED Officer	SMME's Business Community Councillors	Community	July 2012 January 2012 January 2012 January 2012 January 2012	Ongoing December 2012 December 2012 December 2012 December 2012

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	-Develop rural tourism plan -Supplier development strategy for existing, potential and aspirant entrepreneurs					
Effective management of EPWP incentive program	-Obtain council resolution on the signing of MOU with Public Works -Develop and implement EPWP incentive projects	Senior Engineering Technician	Council Community Dept of Public Works	Councillors Staff Community	August 2011 May 2012	April 2015 Ongoing
Develop a cohesive, coordinated and structured stakeholder engagement	Form strategic partnerships, alliances and effective stakeholder relationships	LED Manager	Community Council Chambers of Business DTI DEDT	Community	1/1/12	30/12/15

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strategy	involving all 3 layers of Government, civil society and relevant developmental institutions		TIKZN			

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5.2.5 To improve Institutional efficiency through adequate systems

Focal Areas	Performance Indicator	Responsibility	Consultation	Support	Start	Finish
Effective risk management	Develop Risk Management Policy Develop Anti-corruption plan Capacitate councillors and Officials on compliance issues and importance of implementation of policies.	CFO	Council		July 2012	June 2017
Compliance with all requirements of legislative framework	Unqualified audit reports Transparent and effective budget Establishment of the Municipal Public Accounts Committee Establishment of all relevant standing committees Develop implementation plans for effective functioning of all standing committees for Council	CFO	Provincial Treasury COGTA Council		January 2012	June 2017

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Effective Oversight	Review council oversight structures Implementation of monitoring and evaluation structures Full participation by council in all relevant structures Implement Performance Management system for councilors and officials	Corporate Services	Council Officials		Immediate January 2012 Immediate January 2012	June 2017 June 2017 Ongoing June 2017

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SECTION F
FINANCIAL VIABILITY AND MANAGEMENT

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6.1 FINANCIAL POLICIES

- Municipal Property Rates Acts and Tariff Policy
- Credit Control, Debt Collection Policy
- Creditors and Third Parties Payment Policy
- Supply Chain Management Policy
- Indigent Policy
- Human Resources /Payroll/ Subsistence and Travelling Policy
- Asset Management Policy
- Grants in Aid and Indigent Burial Policy
- Budget Implementation and Virement Policy
- Cellphone and Data Contract Policy

6.2. BUDGET SUMMARY

Nkandla Municipality

TOTAL OPERATING AND CAPITAL BUDGET 2013/2014, 2014/2015, & 2015/2016

INCOME	Approved Budget 2012/13	Revised Budget 2012/13	Variance Revised Budget 2012/13	Budget 2013/14	Budget 2014/15	Budget 2015/16
Rates	1,800,660	1,800,660	(0)	5,112,211	5,388,270	5,679,237
Interest on Investment	1,308,770	1,308,769	(0)	1,382,060	1,456,692	1,535,353
Rent Income	389,610	398,815	9,205	411,039	433,235	456,629
Sundry Income	1,232,120	7,167,041	5,934,921	12,878,414	13,573,848	14,306,836
National Grants & Provincial Grants	102,883,300	84,391,300	(18,492,000)	104,208,000	116,062,000	159,741,000
Services	8,566,680	7,291,386	(1,275,294)	18,960,842	19,984,728	21,063,903
TOTAL REVENUE	116,181,140	102,357,971	(13,823,168)	142,952,565	156,898,772	202,782,957
OPERATING EXPENDITURE						
Salaries, Wages & Allowances	30,401,521	30,081,521	(320,000)	40,454,863	42,639,426	44,941,955

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General Expenses	33,384,124	36,463,341	3,079,216	52,964,106	52,896,656	55,782,072
Repairs & Maintenance	4,094,893	3,774,260	(320,633)	5,464,533	5,759,618	6,070,637
Depreciation	2,199,117	2,319,117	120,000	2,322,268	2,447,670	2,579,844
Contribution to Capital Outlay & Funds	46,101,484	44,790,184	(1,311,300)	41,081,000	46,595,000	72,805,000
Capital Expenditure	-	-	-	2,285,000	2,408,390	2,538,443
TOTAL EXPENDITURE	116,181,140	117,428,423	1,247,283	142,249,503	150,299,090	182,138,107
NETT DEFICIT/-SURPLUS	**0**	**(15,070,452)**	**(15,070,452)**	**703,062**	**6,599,681**	**20,644,850**
SALARIES AND WAGES AS A PERCENTAGE	**26%**	**26%**		**28%**	**28%**	**25%**

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6.3 Nkandla Capital Projects 2013- 2014

Medium Term Revenue and Expenditure Framework (MTREF) require that the budget should take a forward budgeting approach for the next three years. Nkandla capital budget only include projects for the next budget year (2013-2014). The disclosure has been made to this effect on the municipal approved budget. The projects for the next two financial years will be incorporated in the mid-term budget review by the municipality. Proper reporting will be done to the relevant internal and external authorities regarding this matter in due course.

	Approved Budget	Adjustment	New Budget
Esibhudeni Community hall & Creche Facility (Ward 7)	3 529 207.50	500,000.00	3,029,207.50
Thalaneni Community Hall & Creche Facility (ward 4)	3 529 207.50	500,000.00	3,029,207.50
Thaleni to Malunga Gravel Road Rehabilitation (Ward 3)	4 711 050.00	1,500,000.00	3,211,050.00
Nsuze / Ngomankulu Pedestrian Bridge (Ward 14)	9 990 811.80	604,681.62	9,386,130.18
Mashushu Link Road Rehabilitation (Ward 11)	1 185 458.82		1,185,458.82
Bangamanzi - Mfongosi Link Gravel Road Rehabilitation (Ward 8 & 9)	6 546 946.00	350,000.00	3,046,946.00
Grader	2 500 000.00	-	2 500 000.00

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Electrification

Project Name	Budget	Household Connections
Vumanhlamvu, Mandaba, Zitinini	10 000 000	736
Mvutshini, Mndunduzeli,Qothu, Bhacane, Malunga	10 000 000	736

6.4 Socio Economic Development and Local Economic Development

Social Services	2013/2014 (R)	2014/2015 (R)	2015/2016 (R)
Local Economic Development	3 000 000	3 162 000	3 332 748
Youth Development	650 000	685 100	722 095
Women Empowerment	280 000	295 120	311 056
Integrated Early Childhood Development	250 000	263 500	277 729
Sports and Recreation	750 000	790 500	833 187
Library and Information Services	425 000	447 950	472 139
HIV/ AIDS	300 000	316 200	333 275
Community Safety	550 000	579 700	611 004
Disability	400 000	421 600	444 366
Senior Citizens	100 000	105 400	11 092
Public Participation	800 000	843 200	888 733
Public Facilities	600 000	632 400	632 400

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6.5 The Municipal Strategic Objectives

- To enhance service delivery through capital development
- To improve Institutional efficiency through adequate systems and effective internal controls
- To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks
- To create a conducive environment for socio-economic growth through quality infrastructure and services
- To promote local economic development through integrated human settlements and sustainable environmental management
- To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.

6.6 Linkage of Strategic Objectives with the Budget 2013-2014

Medium Term Revenue and Expenditure Framework (MTREF) require that the budget should take a forward budgeting approach for the next three years. Nkandla capital budget only include projects for the next budget year (2013-2014). The disclosure has been made to this effect on the municipal approved budget. Projects for the next two financial years will be incorporated in the mid-term budget review by the municipality. Proper reporting will be done to the relevant internal and external authorities regarding this matter in due course. The strategic linkages of municipal strategic develop priorities can be presented as follows:

Strategic Objective	**Project Name**	**2013-2014 (R)**	**2014-2015 (R)**	**2015-2016 (R)**
To enhance service delivery through capital development	Esibhudeni CSC	3 029 207.50		
To create a conducive environment for socio eco growth through quality infrastructure & Services	Thalaneni CSC & Creche Facility	3 029 207.50		
To improve Institutional	Municipal Systems	890 000	934 000	967 000

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efficiency through adequate systems and effective internal controls	Improvement Grant			
To promote local economic development through integrated human settlements and sustainable environmental management	Local Economic Development Budget	3 000 000	3 162 000	3 332 748
To create a participatory platform for all stakeholders in compliance with the regulatory frameworks	Public Participation Budget	800 000	843 200	888 733
To improve the quality life through social infrastructures development.	Public Facilities	600 000	632 400	632 400
To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Finance Management Grant	1 650 000	1 800 000	1 950 00

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6.7 Integration of Strategic Objectives of PGDS/Uthungulu/ Nkandla Municipality

PGDS Strategic Goal	Uthungulu Strategic Priority	Nkandla Strategic Objective	Nkandla Budget Commitment (R)
Job Creation	Job Creation • Industrial Development • Agricultural Development	To promote local economic development through integrated human settlements and sustainable environmental management	3 000 000 is allocated to Local Economic Development
Strategic Infrastructure	Infrastructure Development	To improve the quality life through social infrastructures development.	600 000 is budgeted to make erected infrastructures operational and sustainable
Human & Community Development	Rural Development	To create a conducive environment for socio-economic growth through quality infrastructure and services	750 000 for Sports and Recreation by Nkandla Municipality & another 750 000 by Dep. Of Sports & Recreation = 1 500 000 committed
Response to Climate Change	Environment Planning	To promote local economic development through integrated human settlements and sustainable environmental management	550 000 for community safety
Governance & Policy	Promote Community Participation	To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	800 000 for Public Participation (Check budget on Social Services above)

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Spatial Equity	Physical planning & development)	To enhance service delivery through capital development	The municipality is on the Shared Service agreement & Uthungulu supports the municipality on other planning matters

6.8 Nkandla Local Economic Development Priorities

- Development of Historic Sites and Nature conversation areas for tourism attraction
- Co operatives
- Poultry and Piggery projects
- Sewing Projects
- Fencing of Grazing Land
- Fencing of community Gardens
- Blocks Projects
- Municipal Capital Projects to be more labour intensive for job creation purposes

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6.9 Budget from other stakeholders and other Departments

Department/ Stakeholders	Project Name	2013-2014	2014-2015	2015-2016
National Treasury	MSIG	890 000	934 000	967 000
Treasury	FMG	1 650 000	1 800 000	1 950 00
Arts & Culture	Provincialisation of Library Grant	514 00	542 000	567 000
Arts & Culture	Community Library Services Grant	144 000	150 000	156 000
Sports & Recreation	Sport Development	750 000	-	-
Public Works	EPWP -CWP	-	-	-
Human Settlement	Housing : Machunwini Housing Project Magwaza Housing Zondi Housing Project Dlomo Mangidini Mpungose South Godide Housing Qhudeni Ntuli / Ngono	1 000 Houses 1 000 Houses 1 000 Houses 1 000 Houses 1 000 Houses 1 000 Houses 500 500 1 000	-	-

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6.10 AUDITOR GENERAL'S REPORT

Nkandla - Financial Performance

AUDIT OPINION 2009-2010	AUDIT OPINION 2010-2011	AUDIT OPINION 2011-2012
Qualification With Matters of Emphasis	Unqualified With Matters	Unqualified With Matters

Nkandla Municipality received and unqualified audit opinion with specific matters of emphases for the year ended 30 June 2012. The municipality in partnership with the office of Auditor General and Treasury has developed an action plan that aims to address matters raised by Auditor General. The report is summarized as follows:

Executive Summary Report

SECTION 1: Meetings with oversight bodies and those charged with governance

1. During the audit cycle we met with key stakeholders to communicate matters relating to the audit outcomes of the municipality and emerging risks. Insight was provided on the drivers of the controls that impact these audit outcomes to enable corrective action to be taken.
2. Meetings were conducted as follows:
   - Mayor – 31 May 2012 and 3 July 2012
   - Accounting Officer – 27 March 2012 and 30 August 2012
   - Audit committee – 23 August 2012
3. At these meetings commitments were made to address improvements in the internal control environment with the objective of achieving clean administration. The commitments given and the progress made on previous commitments are included under section 2, part E – Internal control.

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SECTION 2: Summary of matters relating to the auditor's report

PART A – MISSTATEMENTS IN THE FINANCIAL STATEMENTS

Material misstatements in the financial statements were identified during the audit. These misstatements were not prevented or detected by the municipality's system of internal control. These material misstatements also constitute non-compliance with the MFMA.

Material misstatements			Impact	Impact
Financial statement item	Finding (Include a brief description of misstatements as per findings and audit report. Include reasons for not correcting when applicable.)	Occurred in prior year ("Yes/ "No")	R current year	R prior year
Material misstatements corrected				
Irregular expenditure not recorded	Three quotations not obtained for procurement	Yes	R 450 598.92	2,250,675
Irregular expenditure not recorded	Goods and services not procured through competitive bidding and deviation not approved	Yes	R1 174 107.84	
Loss on sale of electricity	Amount not accounted for on the Financial Statements (Electricity) and not disclosed on annual report.	No	R 3 511 479	
Finance cost	Supporting documentation was not provided	No	R 222 334	
Account Receivables	Debtors listing includes the debtors with negative balances	Yes	R 719 458.91	

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SECTION G
SERVICE DELIVERY & BUDGET IMPLIMENTATION PLAN

6.1 Introduction

In compliance Finance Management act Section 53 (c) (ii) that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget. In compliance with the above stated piece of legislation service delivery and budget implementation plan was developed and national key performance areas act as a guideline in the development of the draft performance plan for 2013-2014.

6.1.1municipal Transformation and Institutional Development

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To improve Institutional Efficiency through adequate systems	Number of employees benefitting from the skills development plan as per 2013/14 WSP	25	30	R400 000	8	8	8	6
		To improve Institutional Efficiency through adequate systems	Number of councilors attending and completing training programmes	5	27	R108 000		27		

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IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To improve Institutional Efficiency through adequate systems	Number of employees benefiting from wellness program	0	4	R150 000	1	1	1	1
		To improve Institutional Efficiency through adequate systems	Number of grievances resolved	0	100%	100%	100%	100%		
		To improve Institutional Efficiency through adequate systems	Organizational structure adopted by council	2013/14 organogram						1
		To improve Institutional Efficiency through adequate systems	Number of critical posts filled	1 vacancy (MM)		R810 000	1			
			Number of vacant posts filled		10		5	2	2	1
		To improve Institutional Efficiency through adequate systems	Number of updated policies adopted by council	20	5	0	1	1	2	1

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IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To improve Institutional Efficiency through adequate systems	Number of contractors performing according to service level agreement	5	100%	0	100%	100%	100%	100%
		To improve Institutional Efficiency through adequate systems	Procurement of updated server	0	1 server	R450 000		1 server		
		To improve Institutional Efficiency through adequate systems	Number of by-laws reviewed and adopted by council	11	4	R400 000 legal fees	1	1	1	1
		To improve Institutional Efficiency through adequate systems	Number of council meetings scheduled as per MSA	4	4		1	1	1	1

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6.1.2 Basic Infrastructure and Basic Service Delivery

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
	Technical Services	To promote local economic development through integrated human settlements and sustainable environmental management	Turnaround time for approval of plans/PDA application		30 days		100%	100%	100%	100%
		To enhance service delivery through capital development	Number of capital projects implemented	5	7	R21 million	R5.2million spent	R5.2million spent	R5.2million spent	R5.2million spent
		To enhance service delivery through capital development	Number of households with access to waste removal	856	856		856	856	856	856

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		To enhance service delivery through capital development	Number of kilometres of CBD roads maintained	19.85	2.5 kilometres	R733 000	0.62	0.62	0.62	0.62
	Technical Department	To enhance service delivery through capital development	Number of streetlights maintained	210	210	R2 million	100%	100%	100%	100%
		To enhance service delivery through capital development	Number of transformers replaced	?	10	2 million	3	2	2	3

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6.1.3 Local Economic Development and Socio Economic Development

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
	Community Services	To promote local economic development through integrated human settlements and sustainable environmental management	Number of jobs created through LED and Capital Projects	200	300	R3 million	75	75	75	75
		To promote local economic development through integrated human settlements and sustainable environmental management	Number of cooperatives trained and registered	40	50	R3 million	12	12	12	14

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		To promote local economic development through integrated human settlements and sustainable environmental management	Number of BBBEE compliant enterprises benefitting from the municipal SCM	120	130	R 86 million	30	30	30	40
		To create a conducive environment for socio-economic growth through quality infrastructure and services	Number of policy documents reviewed	0	3 (Disaster management, HIV/AIDS and LED strategy)			2	1	
		To create a conducive environment for socio-economic growth through quality infrastructure and services	Number of vulnerable groups developed	4	4	R1.630 000	1	1	1	1

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6.1.4 Good Governance, Community Participation & Ward Committee Systems

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	Development and approval of a ward committee work plan	Community base plan	Adoption of a work plan by December 31, 2013.	R120 000		Adopted work plan.		
		To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	Number of ward committee meetings	2 meetings per annum	4 Ward committee meetings	R 840 000	1 meeting	1 meeting	1 meeting	1 meeting
		To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	Adoption of the IDP and alignment with outcome 9	2012/13 adopted IDP	Adopted IDP by 30 June 2014		Adoption of the process plan	3 ward meetings	Adoption of draft IDP	1 IDP adopted
			Number of IDP forum meetings	1 Forum meeting	1 Forum meeting				1 Forum meeting	
		To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	Date of review and adoption of communication strategy and policy	2012/13 communication strategy and policy	Review and adoption of communication strategy and policy by 31st December 2013					
		To create a participatory platform for all stakeholders in	Date of revamping of the municipal website	An existing municipal website	Revamping of the municipal website by end September 2013	R150 000	A revamped municipal website			

		compliance with the regulatory frameworks.	% Compliance with MFMA s75	nil	100% compliance		100% compliance	100% compliance	100% compliance	100% compliance
		To improve Institutional Efficiency through adequate systems	Number of reports submitted in terms s46 of MSA	4 audit committee reports, annual performance report	1 Annual report				1 adopted annual report	
		To improve Institutional Efficiency through adequate systems	Number of corrective actions taken to improve performance							
		To improve Institutional Efficiency through adequate systems	Number of quarterly reviews conducted		4 reviews to be conducted quarterly		1 review	1 review	1 review	I review

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6.1.5 Financial Viability and Financial Management

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	% reduction of debtors balance		60% reduction in debtors age analysis	0				
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	The financial system to fully comply with GRAP	Non-compliant	100% GRAP compliant financial system	R250 000	100%	100%	100%	100%
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Compliance with GRAP 16 & 17	Non-compliant	GRAP compliant asset register	R300 000	100%	100%	100%	100%

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		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	% of budget spent	100%	Maintain expenditure within approved budget	R142.249 503	25%	25%	25%	25%
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Compliance with the budget process	2013/14 adopted budget	Preparation and adoption of 2014/15 budget	R150 299 090	Adoption of the budget key deadline time schedules by 31st August 2013	Departmental inputs to 2014/15 budget	Adoption of MFMA s72 report by 25 January 2014 and approval of the budget adjustment by 28th February (s28 of the MFMA), approval of draft 2014/15 budget	Public participation and stakeholder consultation Approval of the final budget by the 31st of May.
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Monthly performance and reviews of reconciliation, maintenance of accurate and credible information, and proper record keeping.	80% compliant	Compilation and submission of GRAP compliant financial statements which are free from material misstatements by 31st August 2013.	R500 000				

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		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Number of prior year audit queries resolved and compliance throughout the current reporting year Addressing of all audit queries raised by Auditor General that relates to submitted 2012/13 financial statements	Unqualified audit	Unqualified audit report	R1 637 604.75	R212 989. 68	R998 635.68	R212 989.68	R212 989. 71
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Number of financial management interns contracted for.	5 interns	Maintain a required number of financial management interns	R480 000	5 Interns	5 Interns	5 Interns	5 Interns

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SECTION H
PERFORMANCE MANAGEMENT SYSTEM

7.1Introduction

In compliance with Municipal Systems Act Chapter 6 and Municipal Finance Management act Section 53 (c) (ii) that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget. In compliance with the above stated piece of legislation a performance scorecard and service delivery and budget implementation plan was developed and national key performance areas act as a guideline in the development of the draft performance plan for 2013-2014.

7.1.1. Municipal Transformation and Institutional Development

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To improve Institutional Efficiency through adequate systems	Number of employees benefitting from the skills development plan as per 2013/14 WSP	25	30	R400 000	8	8	8	6
		To improve Institutional Efficiency through adequate systems	Number of councilors attending and completing training programmes	5	27	R108 000		27		

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To improve Institutional Efficiency through adequate systems	Number of employees benefiting from wellness program	0	4	R150 000	1	1	1	1
		To improve Institutional Efficiency through adequate systems	Number of grievances resolved	0	100%	100%	100%	100%		
		To improve Institutional Efficiency through adequate systems	Organizational structure adopted by council	2013/14 organogram						1
		To improve Institutional Efficiency through adequate systems	Number of critical posts filled	1 vacancy (MM)		R810 000	1			
			Number of vacant posts filled		10		5	2	2	1
		To improve Institutional Efficiency through adequate systems	Number of updated policies adopted by council	20	5	0	1	1	2	1

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IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To improve Institutional Efficiency through adequate systems	Number of contractors performing according to service level agreement	5	100%	0	100%	100%	100%	100%
		To improve Institutional Efficiency through adequate systems	Procurement of updated server	0	1 server	R450 000		1 server		
		To improve Institutional Efficiency through adequate systems	Number of by-laws reviewed and adopted by council	11	4	R400 000 legal fees	1	1	1	1
		To improve Institutional Efficiency through adequate systems	Number of council meetings scheduled as per MSA	4	4		1	1	1	1

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7.1.2 Basic Infrastructure and Basic Service Delivery

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
	Technical Services	To promote local economic development through integrated human settlements and sustainable environmental management	Turnaround time for approval of plans/PDA application		30 days		100%	100%	100%	100%
		To enhance service delivery through capital development	Number of capital projects implemented	5	7	R21 million	R5.2million spent	R5.2million spent	R5.2million spent	R5.2million spent
		To enhance service delivery through capital development	Number of households with access to waste removal	856	856		856	856	856	856

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		To enhance service delivery through capital development	Number of kilometres of CBD roads maintained	19.85	2.5 kilometres	R733 000	0.62	0.62	0.62	0.62
	Technical Department	To enhance service delivery through capital development	Number of streetlights maintained	210	210	R2 million	100%	100%	100%	100%
		To enhance service delivery through capital development	Number of transformers replaced	?	10	2 million	3	2	2	3

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7.1.3 LOCAL ECONOMIC DEVELOPMENT AND SOCIO ECONOMIC DEVELOPMENT

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
	Community Services	To promote local economic development through integrated human settlements and sustainable environmental management	Number of jobs created through LED and Capital Projects	200	300	R3 million	75	75	75	75
		To promote local economic development through integrated human settlements and sustainable environmental management	Number of cooperatives trained and registered	40	50	R3 million	12	12	12	14

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		To promote local economic development through integrated human settlements and sustainable environmental management	Number of BBBEE compliant enterprises benefitting from the municipal SCM	120	130	R 86 million	30	30	30	40
		To create a conducive environment for socio-economic growth through quality infrastructure and services	Number of policy documents reviewed	0	3 (Disaster management, HIV/AIDS and LED strategy)			2	1	
		To create a conducive environment for socio-economic growth through quality infrastructure and services	Number of vulnerable groups developed	4	4	R1.630 000	1	1	1	1

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7.1.4 GOOD GOVERNANCE, COMMUNITY PARTICIPATION & WARD COMMITTEE SYSTEMS

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	Development and approval of a ward committee work plan	Community base plan	Adoption of a work plan by December 31, 2013.	R120 000		Adopted work plan.		
		To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	Number of ward committee meetings	2 meetings per annum	4 Ward committee meetings	R 840 000	1 meeting	1 meeting	1 meeting	1 meeting
		To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	Adoption of the IDP and alignment with outcome 9	2012/13 adopted IDP	Adopted IDP by 30 June 2014		Adoption of the process plan	3 ward meetings	Adoption of draft IDP	1 IDP adopted
			Number of IDP forum meetings	1 Forum meeting	1 Forum meeting				1 Forum meeting	
		To create a participatory platform for all stakeholders in compliance with the regulatory frameworks.	Date of review and adoption of communication strategy and policy	2012/13 communication strategy and policy	Review and adoption of communication strategy and policy by 31st December 2013					
		To create a participatory platform for all stakeholders in	Date of revamping of the municipal website	An existing municipal website	Revamping of the municipal website by end September 2013	R150 000	A revamped municipal website			

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		compliance with the regulatory frameworks.	% Compliance with MFMA s75	nil	100% compliance		100% compliance	100% compliance	100% compliance	100% compliance
		To improve Institutional Efficiency through adequate systems	Number of reports submitted in terms s46 of MSA	4 audit committee reports, annual performance report	1 Annual report				1 adopted annual report	
		To improve Institutional Efficiency through adequate systems	Number of corrective actions taken to improve performance							
		To improve Institutional Efficiency through adequate systems	Number of quarterly reviews conducted		4 reviews to be conducted quarterly		1 review	1 review	1 review	I review

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7.1.5 FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT

IDP No. /SDBIP No	Lead Department	Strategic Objectives	Key performance indicator	Baseline As @ 30 June 2013	Annual target 30 June 2014	Financial Implication	Q 1 30 Sept 2013	Q 2 31 Dec 2013	Q 3 31 March 2014	Q 4 30 June 2014
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	% reduction of debtors balance		60% reduction in debtors age analysis	0				
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	The financial system to fully comply with GRAP	Non-compliant	100% GRAP compliant financial system	R250 000	100%	100%	100%	100%
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Compliance with GRAP 16 & 17	Non-compliant	GRAP compliant asset register	R300 000	100%	100%	100%	100%

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		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	% of budget spent	100%	Maintain expenditure within approved budget	R142.249 503	25%	25%	25%	25%
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Compliance with the budget process	2013/14 adopted budget	Preparation and adoption of 2014/15 budget	R150 299 090	Adoption of the budget key deadline time schedules by 31st August 2013	Departmental inputs to 2014/15 budget	Adoption of MFMA s72 report by 25 January 2014 and approval of the budget adjustment by 28th February (s28 of the MFMA), approval of draft 2014/15 budget	Public participation and stakeholder consultation Approval of the final budget by the 31st of May.
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Monthly performance and reviews of reconciliation, maintenance of accurate and credible information, and proper record keeping.	80% compliant	Compilation and submission of GRAP compliant financial statements which are free from material misstatements by 31st August 2013.	R500 000				

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		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Number of prior year audit queries resolved and compliance throughout the current reporting year Addressing of all audit queries raised by Auditor General that relates to submitted 2012/13 financial statements	Unqualified audit	Unqualified audit report	R1 637 604.75	R212 989. 68	R998 635.68	R212 989.68	R212 989.71
		To enhance revenue , expenditure control and utilization of municipal assets through sound financial management in accordance with applicable legislative and regulatory frameworks	Number of financial management interns contracted for.	5 interns	Maintain a required number of financial management interns	R480 000	5 Interns	5 Interns	5 Interns	5 Interns

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SECTION I

ANNEXURES

1. COUNCIL RESOLUTION
2. SPATIAL DEVELOPMENT FRAMEWORK
3. AUDITOR GENERAL'S REPORT
4. DASHBOARD REPORT
5. AUDIT ACTION PLAN
6. SECTOR PLANS
(i) HOUSING SECTOR PLANS
(ii) INFRASTRACTURAL INVESTMENT PLAN

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